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Sales Management

THE MAGAZINE OF MARKETING

**Colgate-Palmolive's
"No Soap" Chairman**

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Selling to Industry**

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**It's Only
Expense Account Money!**

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**Sheaffer-Parker
Rivalry Dominates
'57 Pen & Pencil Battle**

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present your story this way and watch your people light up!

Jam Handy pictures help you convince groups and hold attention... Without leaving your office, you can get before hundreds of salespeople or thousands of prospects in New York, California or Oscaloosa simultaneously. Fire up your distributor organization... take them on a conducted tour of plant facilities... show them how your markets can be sold effectively. With national distribution facilities at your service, you control everything at one source through our famous One-Stop Service plan. It combines convenience with success. Use it the next time you want to show something to groups large or small. You'll find the results are as easy to take as the costs—which are low for high quality. Movies, slidefilms and other sales aids to accomplish all these things easily and economically for you may be had from

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What is today's selling pressure doing to your salesmen?

2,000 companies now employ Research Institute's new method for developing in salesmen that certain "something" that top-producers have that enables them to get so much more and so much better business than salesmen who lack the "X" factors.

This is much more than a sales training program. It develops the salesman — develops the "whole man" — gives him self-confidence, engenders high enthusiasm and the ability to think creatively. It creates a feeling of importance to society; develops the right attitude toward company, job and customer.

See for yourself; send for the free sales analysis that shows a salesman how to achieve the degrees of maturity that makes a salesman a "whole man" — in his selling and in his personal life, which so seriously affects his sales performance.



This typical RIA Sales Analysis is entitled, "The Mature Man . . . How to achieve personal growth." It is addressed to a simple premise that every business executive understands so well — that everything a salesman does and says; his ability to get along with others — in fact, his sheer ability to sell — depends in large measure on his level of emotional maturity. This month's RIA Analysis turns your salesman's attention to a searching appraisal of himself and his own emotional stability. The insight into himself that this Analysis provides is an important step toward more effective selling.

You will find this Analysis an extraordinary combination of practical psychology and realistic philosophy. It typifies the very thing that makes the *Research Institute* approach to sales development so different from anything you've ever seen. You will see for yourself why salesmen read the R.I.A. material, study it, act upon it and become more valuable and profitable representatives for your company.

A powerful force added to your selling plan

Naturally, the R.I.A. program won't make every man a star. Nothing is that good. But, superimposed upon your own training with respect to your product, the *Institute* program employs the power of the "third party" influence to develop the desirable traits that the immediate superior in a salesman's own company sometimes finds so difficult to instill.

This is a solid, adult approach to developing salesmen. It's neither abstract and theoretical, nor is it shot-in-the-arm "stimulator" stuff that soon wears off.

Pressure gets some salesmen down . . . but your best men take it in stride. Here's a way to help more of your salesmen cope with today's selling pressure . . . to help them deal better with all the pressures of modern living!

It's easy to find out whether, in your judgment, this plan can be of help to you.

Half an hour with our representative should do it. Regardless of any decision you make you will get enough good sales ideas to repay you many times over for the time you take to see how other sales executives use our plan to make more of their men top producers.

We urge you to fill in and mail the coupon. We'll work out a meeting date convenient to you.

The *Research Institute*, a AAA-I independent research organization with a \$5,000,000 research budget, provides a practical, tried-and-proved "plus factor" that amplifies the effectiveness of anything your company might already be doing to step up sales.

Five years of research went into the development of this plan, plus a penetrating study of the pooled experience of more than 30,000 *Research Institute* member companies. Years spent in testing thousands of salesmen served not only to isolate the "X" factors of successful selling, but pointed the way to a new "whole man" concept of developing these highly desirable sales attributes in men who have not come by the "X" factors naturally.

A few of the 2,000 companies profiting by sales membership in Research Institute

California Spray Chemical Corp. ■ Chesapeake & Ohio Railway Co. ■ Cone Mills, Inc. ■ Crown Cork and Seal Co. ■ The Cryovac Co. ■ Gould-National Batteries, Inc. ■ John Deere Plow Co. ■ John A. Roebling's Sons Corp. ■ Maxwell House Div. — General Foods ■ Minneapolis Honeywell Regulator Co. ■ Morse Twist Drill & Machine Co. ■ Oxford Paper Co. ■ Pillsbury Mills, Inc. ■ Schering Corp. ■ Southern Counties Gas Co. of Calif. ■ Twin Disc Clutch Co. ■ United Shoe Machinery Corp. ■ Valvoline Oil Co. ■ Western Printing & Lithographing



- Research Institute of America
Selling and Merchandising Division, Department 30
589 Fifth Avenue, N.Y. 17, N.Y. • Plaza 5-8900
- Please send me the free Sales Analysis, "The Mature Man . . . How to achieve personal growth."
- I'd like to hear more about other companies, with sales forces about the size of ours, use your new approach to improve their own sales programs. (We have _____ salesmen.)

Name _____

Title _____

Company _____

Street Address _____

City _____ Zone _____ State _____



Do Your Advertising And Salesmen Have A Fighting Chance

... to do an economical sales-producing job? Is your advertising reaching the men with real buying authority? Are your salesmen actively selling you products and closing sales instead of introducing the company and its products?

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- Material Handling Illustrated
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- Precision Metal Molding



Learn how Franchise-Paid Circulation methods help make your advertising and salesmen more productive. Write for brochure.



Sales Management

THE MAGAZINE OF MARKETING

May 17, 1957

Vol. 78, No. 10

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

HIGHLIGHTS

FIGHTING IRISH IN CHINATOWN

Who else but a Muldoon could head up the LaChoy Division of Beatrice Foods? Because the Sons-of-Erin sales team is fighting to help dealers earn adequate profits by stimulating high turnover, LaChoy American-Chinese foods are moving faster through super markets.

IT'S ONLY EXPENSE ACCOUNT MONEY

Sally Richardson is the four-year bride of a twenty-year sales veteran. Her husband entertains a lot, and his bride helps him. Do you agree with her that there is a "growing yet unhealthy belief that big tabs make big impressions and to outsell one must outspend"?

THAT KEY "EXTRA" IN LEADERSHIP

Declares H. M. Poole, Jr., vice-president in charge of general line sales, Johnson & Johnson: "That 'something extra' a good sales manager puts into his employee relations—direction, drive, dynamics." To put it simply, these three principles mean working with and through the sales force, rather than at them.

COLGATE'S "NO SOAP" CHAIRMAN

The battle of the board room is being fought as vigorously at Colgate as the battle for supermarket shelf space. Two Colgate-Palmolive Co. presidents have "resigned" in the past two years and now 76-year-old Edward Little, chairman and once again president, has divided his company into two divisions.

"NO, SIR, WE DON'T BELIEVE IN CO-OP ADS!"

Coopers' policy on Jockey brands is clean cut and totally arbitrary. But while its competitors feature co-op ads, Coopers' leads the field in sales—and doesn't spend a penny in co-op ads.

SHAKEUP AT REED-PRENTICE

Sales have doubled in two years since 120-year-old Reed-Prentice, making plastic molding machines with price tags of \$20,000 to \$50,000 eliminated manufacturers reps, defined its market, separated sales and service, instituted sales control, and developed sales training.



Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

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TEST SAMPLES: SELLING TO INDUSTRY

Test Samples help you establish proof of performance. Typical sample-users point out the need for careful screening of requests to hold sampling costs within reason.

NO PRODUCTS UNTIL '58, BUT DANIELS SELLS NOW

Georgia-Pacific Paper Co. won't have an operating plant until next year. But the firm's president went to work on prospects in June, 1956. The idea: Once-a-month mailings of "progress reports."

'57 PEN & PENCIL SALES BATTLE

Grandpappy would have swooned at the idea of paying \$17.50 or more for a pen. But Sheaffer and Parker have traded up the market. Forecast: 40-45% increase this year, and most of increase in high-price pens.

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**Franchise-Paid
Circulation
Publications
Guarantee More
Profitable Results
Because They
Are Read by
Men Who Buy**



■ To Sell Over
40,000 Buyers
of Material
Handling
Equipment
Use



■ To Sell Over
98,000 Addi-
tional Buyers
of Material
Handling
Equipment
Use



■ To Sell Over
21,000 Buyers of
Plant Safety
Equipment
Use



■ To Sell Over
23,000 Buyers
of Hydraulic,
Pneumatic and
Electrical Controls
Use



■ To Sell Over
102,000 Buyers
of Office
Equipment
Use



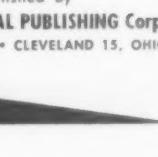
■ To Sell Over
36,000 Buyers
of Welding
Equipment,
Supplies &
Accessories
Use



■ To Sell Over
76,000 Addi-
tional Buyers
of Welding
Equipment,
Supplies &
Accessories
Use



■ To Sell Over
25,000 Buyers
of Air Conditioning
& Refrigeration
Equipment
Use



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"METROPOLITANITIS"?

**Or... passenger car, parts,
battery, tire and gasoline sales
at the lowest possible sales costs?**

Automobile Facts & Figures 1956 reports "percent of families owning cars" by city sizes as follows:

Metropolitan Area Centers

Cities 500,000 or more	56%
Cities 50,000 to 500,000	75%
Metropolitan Area Suburbs	84%
Other Non-Farm	74%
Farm	76%

In terms of market value and sales potential "metropolitan area centers" (20 or more cities 500,000 & over) are worth only 56% of the cost of media. Conversely, 44% of the cost of all circulation, (mag. newsp. or high cost TV) going into this market area must be considered waste. How much waste can automotive sales afford where other local transportation increasingly dominates? In Hometown U.S.A. dependency on passenger car transportation reaches its highest of 83% where family ownership

is 32% greater; therefore local media in these places must be considered 32% more effective. National media reaches only a small part of our 74% to 84% car owning market.

Only 433 smaller dailies are published in towns under 10,000 . . . total combined circ. 1,839,000 or average 4,250 each. That is "token" coverage in our Hometown U.S.A. market of over 82,500,000 people or over 20,000,000 households. Here weeklies dominate with over 19,296,322 circulation and deliver 67.1% of your class A rated farm prospects. More than 500 national advertisers and most of 755,681 retail establishments make profits at our "highest milline rates". They buy profits not milline rates. Call a W.N.R. man for our new automotive sales analysis plus information about 1 order, 1 bill, 1 check service plan.



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Branch Offices: Atlanta, Chicago, Detroit, Los Angeles.

Big Industrial Dollars Put "GO" And "GROW" In LANSING

Reo Wins Big Truck Contract

\$19,288,280 Award
Announced by
Chamberlain

(Special to The State Journal)
WASHINGTON, March 2—Reo Motors, Inc., Saturday was awarded a \$19,288,280 truck contract by the army ordnance department.

Rep. Charles



The State Journal and only
The State Journal Delivers
More Than 65,000 CAPITAL-
AND Homes Daily.

LANSING
MICHIGAN

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For Offices and Personnel

See Advertisers' Index

(two pages preceding back cover)

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Food, Floor Covering Profits,

Grocer-Graphic, Tires, and Yankee Grocer.

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EDITORIALS

Capital Spending Climate Good

You've been reading and we've been reading all sorts of pessimistic reports on how industry after industry is cutting back on capital spending plans. Well, with very few exceptions, this just isn't so. Source for this statement is the McGraw-Hill annual survey on business plans for new plant and equipment, recently issued.

Now, if past performance is any criterion, this year's McGraw-Hill figures on planned spending should tally very closely with actual spending. One good reason is that the survey's accuracy has been whisker-close—except for the sudden upsurge brought about by the Korean War in 1950. Another good reason is that the survey pulled the highest return ever, thus suggesting even greater accuracy.

Here are the findings:

1. Business plans to maintain a very high level of capital expenditures during the next four years. And plans for research and new products are up sharply.

2. In 1957, business now plans to spend 12% more than in 1956 for new plants and equipment.

3. For 1958-1960, business already has plans for almost as much capital spending as in 1956. And since these are preliminary plans, the actual expenditures may turn out to be higher.

4. Business plans to increase research expenditures 20% in 1957, and to continue stepping up research during the years 1958-1960. By 1960, at least 10% of total manufacturers' sales are expected to be in products not made in 1956.

5. One-third of all manufacturing firms are planning capital expenditures in 1957 for the purpose of bringing out new products. This is a significant increase over the number that planned to do so in 1956.

6. Manufacturing companies expect sales to increase 26%, on the average, by 1960. But growth industries—including most capital goods industries—expect sales to increase 30% to 36%.

To be more specific, McGraw-Hill's study shows that 1956 capital spending was \$36.6 billion. Plans for 1957 total \$41 billion.

Preliminary plans for the years ahead run as follows: \$38.4 billion in 1958; \$36 billion in 1959; \$34.8 billion in 1960. Thus, in the five years between 1956 and 1960, expenditures for plant and equipment will total an impressive \$186.8 billion!

Among manufacturing industries, nonferrous metal makers lead with a 1957 planned increase of 66% over 1956. Then comes transportation equipment, up 56%, followed by iron and steel, plus 42%. Auto and truck makers will spend \$490 million (29%) less than last year, and textile manufacturers will invest \$66 million (14%) less. Stone, clay and glass manufacturers will invest \$53 million (8%) less, and the miscellaneous manufacturing classification is down \$23 million (2%). All other manufacturing industries are up 5% or more, for a combined increase in 1956 of 14%.

1957
Edition of
T. R.

carries the
descriptive
advertising of

**11,859
ADVERTISERS**

211 more
than used T. R.
previous edition.

This continuing

**GROWTH
TREND
TO T. R.**

is a result of
its power to
produce
traceable
sales.

You, too, can
reach the top
60% of the U. S.
Industrial
Purchasing
Power thru the exclusive
T. R. 100% BUYERSHIP
volume purchasing clientele

Contact your Thomas Register
representative, now.



THOMAS REGISTER

461 EIGHTH AVENUE
NEW YORK 1, N. Y.

Representatives in all principal areas



Vital statistic

Campbell-Ewald is losing a good secretary, but Cynthia Nelson here and her husband are gaining something far more important—a much-wanted baby.

Nothing too unusual about this; of course. Our personnel people tell us that working wives who hang up their typewriters for this reason make up a good percentage of what they call "unavoidable" turnover.

What is unusual is the fact that so few of our people leave because they don't like it here or because they think they can do better somewhere else. Our personnel turnover, in fact, is well below average.

That's the best kind of evidence, we think, that this is a good place to work. It strongly supports Campbell-Ewald's belief that if people are well treated in every way, they will recognize and appreciate it.

This unusually low rate of turnover becomes a fairly vital statistic to our present and future clients when you consider that an advertising agency has nothing to offer but the knowledge, skills, talents and experience of its people.

We believe the advertising we produce shows that when people like the company they work for, their work is bound to be better.

CAMPBELL-EWALD

Advertising

Detroit • New York • Chicago • Los Angeles
Hollywood • San Francisco • Washington • Denver
Atlanta • Dallas • Kansas City • Cincinnati

It is significant that every single industry expects the physical volume of its sales to increase in 1957. Textiles and autos are slightly less than optimistic, timidly setting a 2% rise as their expectations. Electrical machinery and transportation equipment lead in optimism with 13% increases expected. Average for all manufacturing comes to 6%.

Who's Right, Who's Wrong?

You have heard it said before, and perhaps you have said it yourself: "Any industrialist could take the Federal payroll," declares H. A. Toulmin, Jr., board chairman of The Commonwealth Engineering Co., a research organization, "cut it by 20% and increase the efficiency of Government operations by anywhere from 30 to 40%."

You have also heard it said, and perhaps you, too, have said it: "When it comes to spreading ideas," says Theodore S. Repplier, president, The Advertising Council, "the communists believe passionately in advertising, the Americans, very little. We believe in mass communication to move goods, but we have been deeply suspicious of it as a way to move ideas. No group raises a finger to help the U. S. Information Agency retain even its modest appropriation—about 70% of what one American company spends to advertise its products."

Both special pleaders, it seems to us, are too dogmatic.

The "Eisenhower team" consisting of scores of businessmen went to Washington in 1953 with the idea of putting business in the Government and taking Government out of business, but the team has ended up by presenting, this year, the largest civilian budget in the history of the nation. So the meat-axe approach to cutting Federal expenditures, as recommended by Toulmin, is not the way to cut expenditures, obviously, in the view of the businessmen who are now in charge.

We imagine that the Congress gets tired of the far-from-original plea for individual projects, "this operation costs only a few dollars, which is peanuts in relation to the total budget," and pays little attention to it. We doubt that any business buys advertising, or any promotional service merely because it is "cheap." The real test is whether the machinery for promotion, and the ideas in the promotion, are achieving desired goals.

So we say to both gentlemen: To win a hearing for your views, you'll have to be a little bit more original.

White It Is

The answer to the question, "What is the most popular automobile color in 1957?" is as clear as black and white.

White is the undisputed leader. Last year's favorite, black, is in second place, based on Chrysler Corporation's 1957 sales. So far, 26% of cars sold use white—either as a single color or in combination with others.

The runners up: Medium blue is in third place, followed by light green, medium green, medium grey, light grey, gold, turquoise, and light blue.

The automobile is the second most expensive purchase, and the most frequently made purchase of the average buyer. So what the buyer likes in auto color may give you a clue as to what he would like in your product.



IDEA NO. 104

3-in-1 "Take-One"

Super-stickin' KLEEN-STIK helps relieve the customer of the *heavy* work in this novel "shelf-talker" for LESLIE SALT CO., San Francisco. Equipped with two heavy-duty stripes of this modern moistureless adhesive, it's a-e-a-y to attach to store shelves with a simple peel-and-press. Customers merely take a slip from one of the *three* pads (for Fine, Medium or Coarse Water Softener Salt) — and exchange it for a 50-lb. bag as they leave the store! This labor-savin' device designed by HONG-COOPER agency produced by MAJORS & MATTOCH CO., S.F. lithographers.

Outstanding

P. O. P. Ideas

**Featuring the World's Most
Versatile Self-Sticking Adhesive!**



IDEA NO. 105

Flashy Foil Fivesome

If a good P.O.P. sign helps sell beer, five should sell even more! That's what ESSLINGER'S, INC., Philadelphia brewer, figured so they had EDWARD NASSAN & ASSOC. create this colorful combo—including a "We Do Not Serve Minors", a price sticker for the 6-pack, and a "Please Close" pointer for use on refrigerator case doors. DIAMOND PRTG. & LABEL MFG. CO. did the entire group in eight colors on special heavy-weight KLEEN-STIK Gold Foil—so they go up anywhere . . . stick tight . . . and well!

See your regular printer, lithographer, or silk screen printer for more business building KLEEN-STIK ideas...or write on your letterhead for our free "Idea-of-the-Month".

KLEEN-STIK Products Inc.

KEELER-STAR PRODUCTS,
Pioneers in Pressure-Sensitives
for Advertising and Labeling
2300 W. Wilson Ave., Chicago, Ill.

MARKETS ON THE MOVE

No. 1 in a series of reports to
Sales Management by Editors
of STEEL

SALES MANAGEMENT'S CHALLENGE:



145 Billion Sales Volume in 1957

375 Billion by 1975

- SALES CONTINUE TO CLIMB
- SELLING PRICES WILL RISE
- MARKETING TO GET ATTENTION
- RESEARCH SPENDING WILL RISE

Selling Prices Up 3.9%



IRWIN SUCH, *Editor-in-Chief*: Everybody expects a bigger business volume for metalworking this year. Where's the money going to come from?



WALT CAMPBELL, *Editor*: Higher prices, for one thing. We've looked over the replies to our survey, and more than 75% of the reporting companies indicate plans afoot for a price hike sometime this year. The biggest increases will be a 4.5% boost in SIC 35—machinery, except electrical—and a 4% hike in SIC 37—transportation.

Significant Changes in Sales Volume



VANCE BELL, *Associate Managing Editor*: Almost every sales executive in metalworking expects to increase his sales this year. More than a third of the people we contacted are even more optimistic about the second half of the year than the first.



JOHN S. MORGAN, *Associate Managing Editor*: Electrical machinery makers expect a boom year. They predict a 12.4% sales increase. Others that look to significant increases are instruments and related products, with an 8.8% predicted rise; and transportation, expecting 8% more sales this year than last.

Here are the subjects . . . trends . . . ideas that metalworking management men are thinking about. In this conversation, STEEL's editors reveal the findings of a sweeping new survey of the plans metalworking executives are making for the future. The sum total: inside information for sales and marketing executives.

76.6%

EXPECT
INCREASE

**SELLING PRICES
UP 3.9%**

2.6%
EXPECT
DECREASE

20.8%
NO
CHANGE

73.1%

EXPECT
INCREASE

**Sales Volume in 1957
Will be 7.7% Higher**

**Second Half of 1957 Will Be
2.3% Better Than First Half**

5.1%
EXPECT
DECREASE

21.8%
NO
CHANGE

37.2%
EXPECT
INCREASE

17.0%
EXPECT
DECREASE

45.8%
NO
CHANGE

Thinking BIG ENOUGH for Metalworking's Fabulous Future

Sales and Distribution Costs Up 2.5%



WILLIAM M. ROONEY, *Market Editor*: Metalworking management also expects to pay more to move goods this year. More than half of metalworking's companies will be adding more salesmen. Almost half will add new distributors. A fifth will go after more export sales. Almost 60% will boost their advertising and sales promotion budgets. Competition will be hotter than ever before.



SUCH: And let's not forget about the new concept of marketing. It's coming into use by more and more companies, and we'll see it really take root and grow this year as never before. Another thing—foreign-produced goods will make competition even keener.

Product Research



DR. ALLEN G. GRAY, *Technical Editor*: This year will be a new-product year. More than 60% of the companies we contacted will bring out new products. Research budgets are up in almost 40% of metalworking. And this research will result in volume production of new and improved products sooner than ever before.



CAMPBELL: There's competition again. More research is just one way metalworking companies will compete for the growing number of dollars in the metalworking market.

Tools for the Task



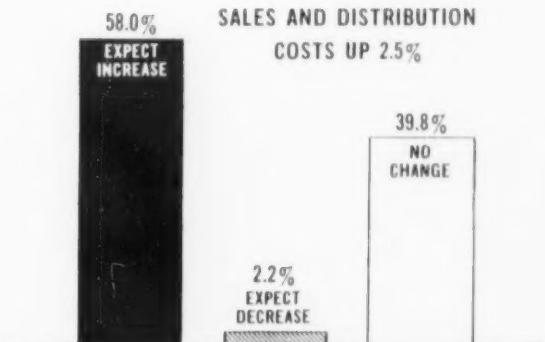
SUCH: Selling this giant market is a big job—the biggest sales management has ever faced. It requires a broadened approach to sales planning and more detailed knowledge of specific markets.



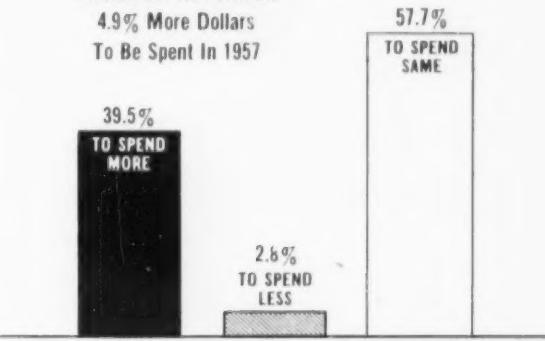
CAMPBELL: That's exactly why our market research department has published its new edition of "Metalworking Markets in the U.S." All the information from STEEL's census of metalworking is in it—the results of our most recent surveys—the newest basic market information we have. We've made it a workbook tailored to the needs of metalworking marketers.

A limited number of copies of STEEL's "Metalworking Markets in the U.S." is available to sales executives. You may get a copy by contacting the nearest STEEL sales representative. Also available from STEEL: the famous metalworking marketing map, specific market information, and material from STEEL's award-winning series of problem-solving management articles.

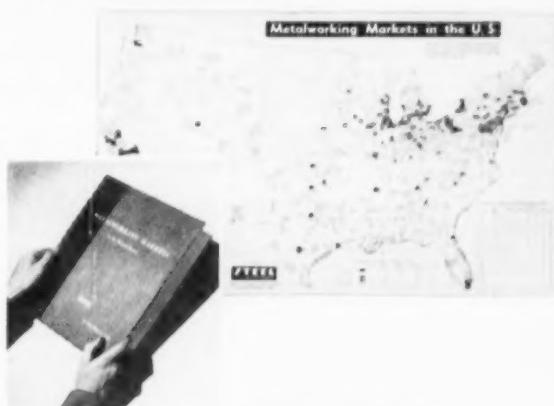
SALES AND DISTRIBUTION COSTS UP 2.5%



PRODUCT RESEARCH



Metalworking Markets in the U.S.



The Metalworking Weekly

a [Penton] publication
penton building
cleveland 13, ohio

**THE INQUIRING
ADVERTISER:**

"I Have A Sales Problem"

Answered by John Pepper and
Bert Ferguson, owners of
Radio Station WDIA, Memphis.

Question: I am a sales manager with a sales problem in the Mid-South. As a southerner can you suggest some solution that I could be missing?

Mr. Pepper: There is definitely a solution you may be missing. As a southerner, I know from actual facts that there are advantages available in this area that are not in other sections of the country.

Mr. Ferguson: This fact alone is worth cash to find out—that the Memphis trading area is 40 percent Negro.



Mr. Pepper: Suppose you could sell that 40 percent as a unit?

Mr. Ferguson: You can. Right in this area are nearly one-tenth of all the Negroes in the United States. The largest Negro market in the whole world. And delivered as a unit, by the one medium they all know and respond to, WDIA.

Mr. Pepper: WDIA was the first Negro radio station ever to be built in this section of country. That means, it has a powerful loyalty appeal. In their own language—it sells these people and it sells them with the only 50,000-watt transmitter in this area.

Mr. Ferguson: But there's something just as important for you to know about this market, which you aren't likely to find out from marketing surveys. And that's the fact that this 40 percent of the people spends 80 percent of its money. It's a proven fact. They made \$616,294,100 last year. And they will spend—on the average—80 percent of it on consumer goods.

Mr. Pepper: What's more, they buy quality, too. We have success story after success story, rolled up by advertisers like *Swans-down Cake Mixes*, *and Kools*, and *Carnation*, and *Fletch Shampoo*. All of them based on that wonderful, fabulous *true* story, of a market found nowhere else in the world, and a medium tailored to suit it.

Mr. Ferguson: That 40 percent of Memphis actually buys far beyond what you'd expect. That 40 percent buys 52.9 percent of the women's hosiery sold here. They buy 55.7 percent of the salt. They buy 63.8 percent of the flour.

Mr. Ferguson: And you can tap this market for your own product, through WDIA. In fact, there is no other medium of *any kind* that comes anywhere near the coverage—much less the acceptance—of WDIA.

Mr. Pepper: For that's the big factor in WDIA's own success story. WDIA is the first radio station ever to broadcast for Negroes only. It's *their* station. It gives them your sales message in *their* language. And they're loyal to it.

Mr. Ferguson: What you can get in on here is a special appeal, to a special mass group, through a special medium. These are the 80 percent spenders that make up almost half the population. And they're delivered to you as a unit.

Mr. Pepper: So drop us a note, give us an idea of what your line is, and see what we can give you by way of proof. I'll personally guarantee you—no matter what your field is, and your product is, we've got facts and figures and case histories that will make you sit up and take notice. Write us today.



Mr. Ferguson: We'll look forward to hearing from you.

WDIA is represented nationally by John E. Pearson Company.
Commercial Manager, Harold E. Walker

CORPORATE CLOSE-UP



Colgate's

"No Soap"

Chairman

In less than two years, Edward Herman Little, 76, chairman and once again president of Colgate-Palmolive Co., and two Colgate presidents have, in effect, said "No soap" to each other. One probable reason: Colgate's domestic income has since 1955 been halved to \$5.2 million on U. S. gross sales of nearly \$291 million.

Instead of hiring a third new president to succeed William Lee Sims II, 60, Little and his 15-man board have put into effect a new management plan devised after a survey by McKinsey & Co. Colgate, which has had many of the one-man characteristics of Sewell Avery's Montgomery Ward, has now been split into two separate, independently managed divisions. Purpose: to capitalize on two men who have been turning a neat profit on foreign operations.

The Toilet Articles Division makes its debut under Carl Grace, 50, previously executive vice-president of Colgate's Canadian operation. His responsibilities: Colgate Dental Cream, toothpaste sales leader; Colgate tooth powder, Palmolive soap, and both these brands of shaving creams; Cashmere Bouquet soap; Veto deodorant; Halo and Lustre-Creme hair preparations; and Brisk fluoride toothpaste.

The new Household Products Division is headed by William T. Miller, 42, former president of Colgate in Mexico. His brand responsibilities: Fab, Ad, Vel, Ajax, Super Suds, Octagon and Kirkman.

From the profit viewpoint, Colgate's foreign operations have been the tail that wagged the dog. Last year they netted \$10.3 million on sales of \$217 million, more than twice the domestic net income. The challenge to Grace and Miller: to reverse the past decade's trend in which consolidated profits have dropped more than 50% to \$15.5 million for 1956.

Little's problem: How indispensable is he after 46 years with the company—an association constant since 1906, except for a five-year break for health reasons. His 23,170 common shares carry no decisive weight among the 2.5 million outstanding and are outnumbered by single blocks totally or partially controlled by Henry A. and John K. Colgate, and Charles S. Pearce, honorary chairman.

Little might decide to tender his resignation, following the path he attributed to Sims, who resigned. Little said in the March annual report: "in order to devote more time to his personal affairs. [It was] accepted with regret." Or Little might be asked for his resignation for the same reasons that he told the April 24 stockholder meeting he had actually asked for Sims'. He had become concerned, Little said, over the way affairs were going and had received "rather alarming" information from the executive committee.

There is even some shareholder talk of seeking a compulsory retirement ceiling at 65. In reporting to shareholders on the new decentralization, Little noted that he will do "much less work in the future than in the past." How prophetic was he?



This vice-president is making a sound movie while he sits at his desk

He's working on a new public relations film. He's adding his personal message to the movie right in his own office.

How? By using the new Kodascope Pageant Projector, Magnetic-Optical. This new communications tool is two machines in one. It's a superb silent and sound projector for 16mm films. And it's a precision magnetic recorder.

With this machine you start with *any* kind of 16mm film, sound or silent, and, after processing, have magnetic striping added for about 2½¢ per foot.

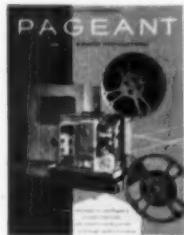
Do it yourself Then, you run the film through the projector and record your own sound. Mix voice with music, add from other sound sources, record on the spot, blend automatically. Erase, alter,

re-use the magnetic stripe at will. Change your message to fit different groups, as often as you wish.

Brilliant projection And then use this fine portable projector for showing every kind of 16mm film. You'll be delighted with its simplicity of operation, brilliant pictures, fine tone and freedom-from-maintenance worries.

INTERESTED?

Let a nearby Kodak Audio-Visual Dealer show you in person. Or send the coupon for a free copy of V3-22. It gives complete details on the Pageant and other Kodak equipment for audio-visual use. No obligation either way.



EASTMAN KODAK COMPANY Dept. 8-V, Rochester 4, N. Y.

Please send me complete information on the new Kodascope PAGEANT 16mm Sound Projectors, and tell me who can give me a demonstration. I understand I am under no obligation.

NAME _____ TITLE _____

ORGANIZATION _____

STREET _____

CITY _____ STATE _____

(Zone) _____

5-222

Kodak
TRADE MARK



*For Excellence in
Typography, Make-up
and Printing*

**An Award to
The Philadelphia Inquirer**

**27th ANNUAL
N. W. AYER
CONTEST**

For the second time since 1950, The Philadelphia Inquirer has won a major award in one of the newspaper industry's most demanding competitions—the 27th Annual Newspaper Typography Contest sponsored by N. W. Ayer and Son, Inc. Among 152 newspapers in the more than 50,000 circulation class, The Inquirer was judged 2nd for "excellence in typography, make-up and printing." The other winners were the Louisville Courier-Journal and The Christian Science Monitor.

For The Inquirer, this is a proud moment. The newspaper field has tangibly recognized what Inquirer readers have been noting for many months; a high spirit of innovation has sparked the introduction of new type faces, more attractive layout and additional features—all designed to insure page-one impact on every page of an ever-improving newspaper.

This emphasis on quality is evidence of our conscious effort to provide readers with an always-interesting newspaper . . . a newspaper that, every day, strengthens its dominant position through editorial vigor.



Exclusive Advertising Representatives:

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
RICHARD I. KRUG
Penobscot Bldg.
Woodward 5-7260

SAN FRANCISCO
FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

MEMBER: METROPOLITAN SUNDAY NEWSPAPERS • FIRST 3 MARKETS GROUP

The Philadelphia Inquirer

Now in its 24th consecutive year of total advertising leadership

West Coast Representatives:

SALES MANAGEMENT

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

"INTERURBIA'S" CAUSING A STIR. It's been quite some time since a concept has stirred marketers into new thinking the way J. Walter Thompson's delineation of the "Interurban" market has done. Previewed at the Association of National Advertisers' meeting last March, and presented again at the AAAA convention just three weeks ago, "Interurbia, the Changing Face of America" represents careful study and good thinking by the population and market analysts of the nation's largest ad agency, assisted by Yale University and "Fortune" magazine. Thompson's "Interurbia" concept could well have a revolutionary effect on the selling and advertising practices of all or most of our manufacturing concerns. It's a simple and obvious concept—but it has broad implications!

What is it? Interurbia is a new phenomenon resulting from the filling up of suburban and rural areas between many of our large cities. It is the blending together of two or more metropolitan areas into a single cohesive market. According to the Thompson agency, there are 14 such rapidly growing areas in the U. S. at present, led by the Northeastern Interurbia strip—a 600-mile metropolitan market extending virtually unbroken from Maine to Virginia. The strip takes in Boston, New-York, Philadelphia, Baltimore, Washington, D. C., and dozens of other towns. It comprises less than 2% of the nation's land area, but contains **21% of its population, and accounts for 24% of its retail sales.**

Other Interurbias are described as: The steel belt from the coal mines to the lakes, from Pittsburgh to Cleveland; the Detroit group extending from Lansing to Toledo; Lake Michigan's industrial riviera connecting Milwaukee, Chicago and Gary; the developing unit along Puget Sound. Another is striking inland from San Francisco, while Los Angeles is being linked with San Diego. In Texas, Dallas and Fort Worth may extend southwesterly to San Antonio. The St. Louis area may reach to-

ward the Chicago strip. [See Marketing Pictograph, page 37, for map showing all 14 growth areas.]

Today, Interurbia accounts for almost half the country's population and for more than half of its retail sales. **By 1975,** Thompson predicts, Interurbia will spread to include 60% of the population and 70% of all retail sales.

What created Interurbia? The velocity of our population, its tremendous new mobility, plus the movements of our factories beyond the suburbs, have set up crosscurrents of flow between metropolitan centers. No longer does rush hour traffic flow one way. Aircraft plants on Long Island (New York), for instance, draw their employes from Manhattan, New Jersey, Connecticut, as well as from the areas close by. But, at the same time, people living adjacent to these manufacturing plants may travel 40 miles to their respective jobs in Newark, Brooklyn or White Plains. Social and economic changes naturally follow such a break with the traditional labor flow from the suburbs to the central city.

The marketing implications of Interurbia are almost staggering. They pose both a challenge and an opportunity. Here are a few of the possible effects of this development:

Regional selling may well receive new impetus from the compact Interurban markets. A manufacturer concentrating in a single strip city would gain economies in distribution and warehousing. He could cut waste advertising circulation by advertising only in those media covering the Interurban complex. The 36 million people in the Northeastern Interurban area, for instance, are market enough for many a firm.

National selling may split into two schools. There may be those marketers who will distribute only in the current 14 Interurban areas, covering with

Significant Trends (cont.)

comparative ease at least half of the population. The rest of the country may be considered marginal. The second type of marketer may achieve true national coverage, much as he does today, headquartering his sales offices in the Interurbian cities. He may enjoy less competition, greater acceptance outside the metropolitan complexes.

Sales territories may be realigned to fit this new concept. Perhaps each company will have two groups of salesmen assigned to each office—Interurbian sales specialists with small territories, and traveling salesmen, beating the bushes in the spaces between. Each may have to be trained in a different way to meet different selling and competitive situations.

Physical distribution of products will probably be solved by large companies acquiring warehouse facilities in each Interurbian area. Private warehousing facilities for smaller companies may include more distribution services by the warehouse owner. Trucking equipment will have to be adequate for covering the entire area with speed.

Market testing may no longer be limited to a single city. Instead, it may be found that to get full advantage from word-of-mouth and media advertising, tests should include a whole Interurbian area. Cross-traffic in these areas makes isolation of a city impossible. Results can be inconclusive or misleading.

Newspapers will be most directly affected by Interurbian progress. Distribution will be pushed far beyond present boundaries by many dailies. City names may even be dropped, as has been done by several London papers with daily circulation throughout England. But, should some of the larger newspapers try to cover much bigger areas, it may mean loss to them of some local store advertising. This, in turn, would work to the benefit of small local and suburban papers. Already in the Interurbia of the Northeast, suburban and village papers have taken over the job of carrying the purely local news, and the trend is bound to intensify.

Newspaper supplements, carrying national advertising and inserted in local papers, seem assured of a bright future in light of the growth of Interurbia. More small papers will probably carry them.

Television stations, now fairly well confined to single metropolitan areas, may seek increased broadcasting range—now electronically possible—to cover a bigger chunk of an Interurbia. The near-saturation of TV sets in Interurbia makes such a move economically sound. Says Thompson, there may be fewer "must buy" stations due to greater coverage by a handful of strong-signal stations.

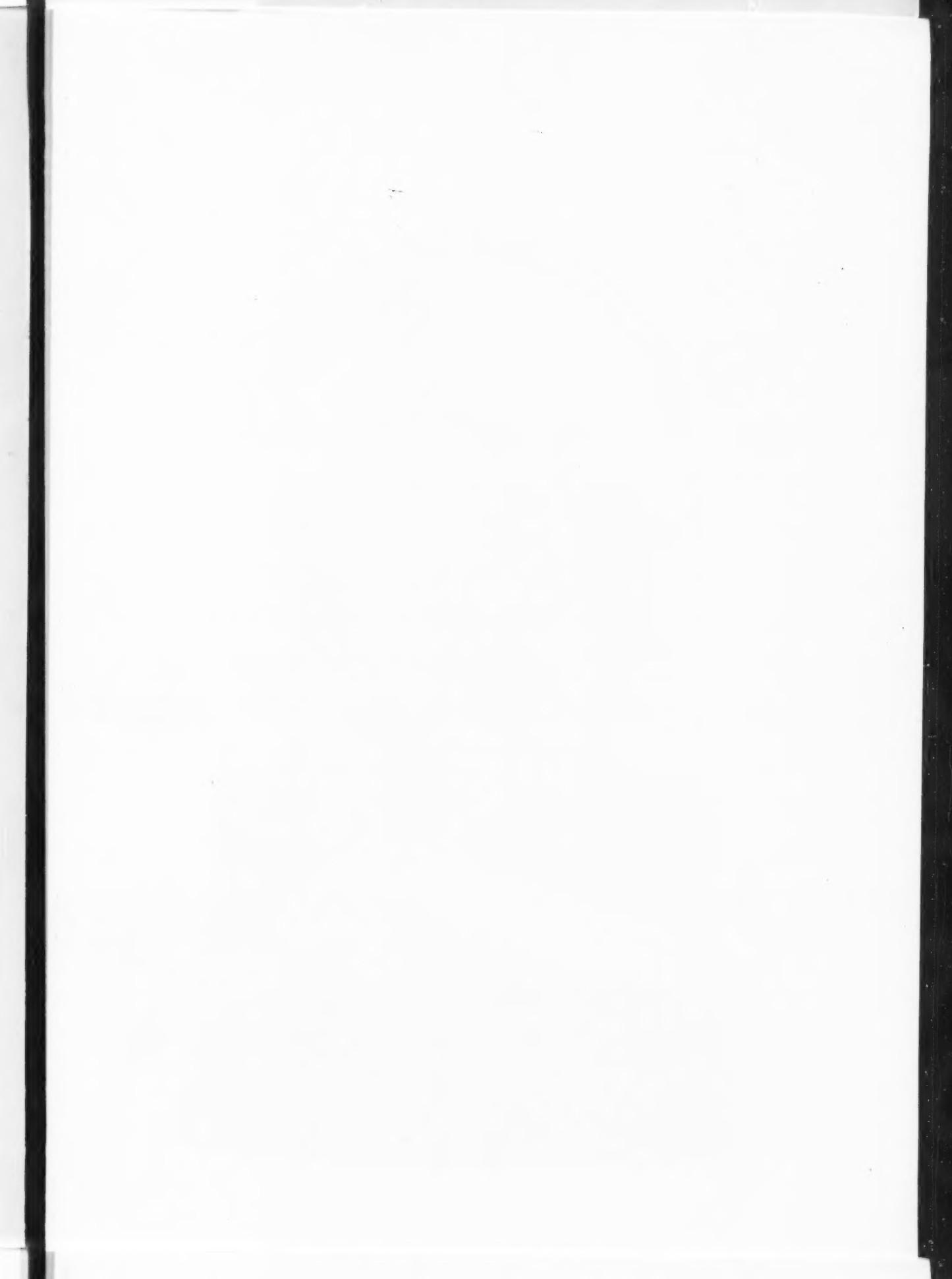
Radio, now selling area coverage which TV does not supply, may lose this advantage. Trend seems to be to more music and news—especially local news. Car radio listening will become increasingly strong point of this medium.

National magazines may face a problem. Thompson finds that people in Interurbia are different from those outside. They have different tastes and cultures, different goals. The magazines may have to edit for Interurbian and non-Interurbian audiences. Or, if the differences between the Interurbias grow, they may have to consider doing different Interurbian editions. Perhaps more sectional magazines will spring up appealing to those on West Coast, East Coast, Great Lakes or Southwest.

Tastes are being upgraded rapidly in Interurbia. Population is now terrifically mobile. Interurbia dwellers think nothing of traveling 50 or 60 miles daily to get to and from work. More than one-fifth of Interurbia's citizens move each year. New neighborhoods mean new Joneses to keep up with. And, since people usually move into better and better neighborhoods, they find that their new set of Joneses have better cars, better golf clubs, better clothes, better furniture and so on through the list. The portents of this development need not be detailed to knowing marketers.

Market stability is also gaining, as more Interurbian families become people of property—with a grow-

(continued on page 83)





THAT

SALES MANAGEMENT

DECLARES A DIVIDEND!

Effective June 1, TODAY-HOME-TONIGHT's gilt-edged Dividend Participation Plan gives you new *extra* value at no additional cost. Now you can earn dividend announcements by buying as few as 6 participations in summer, 12 in other seasons.

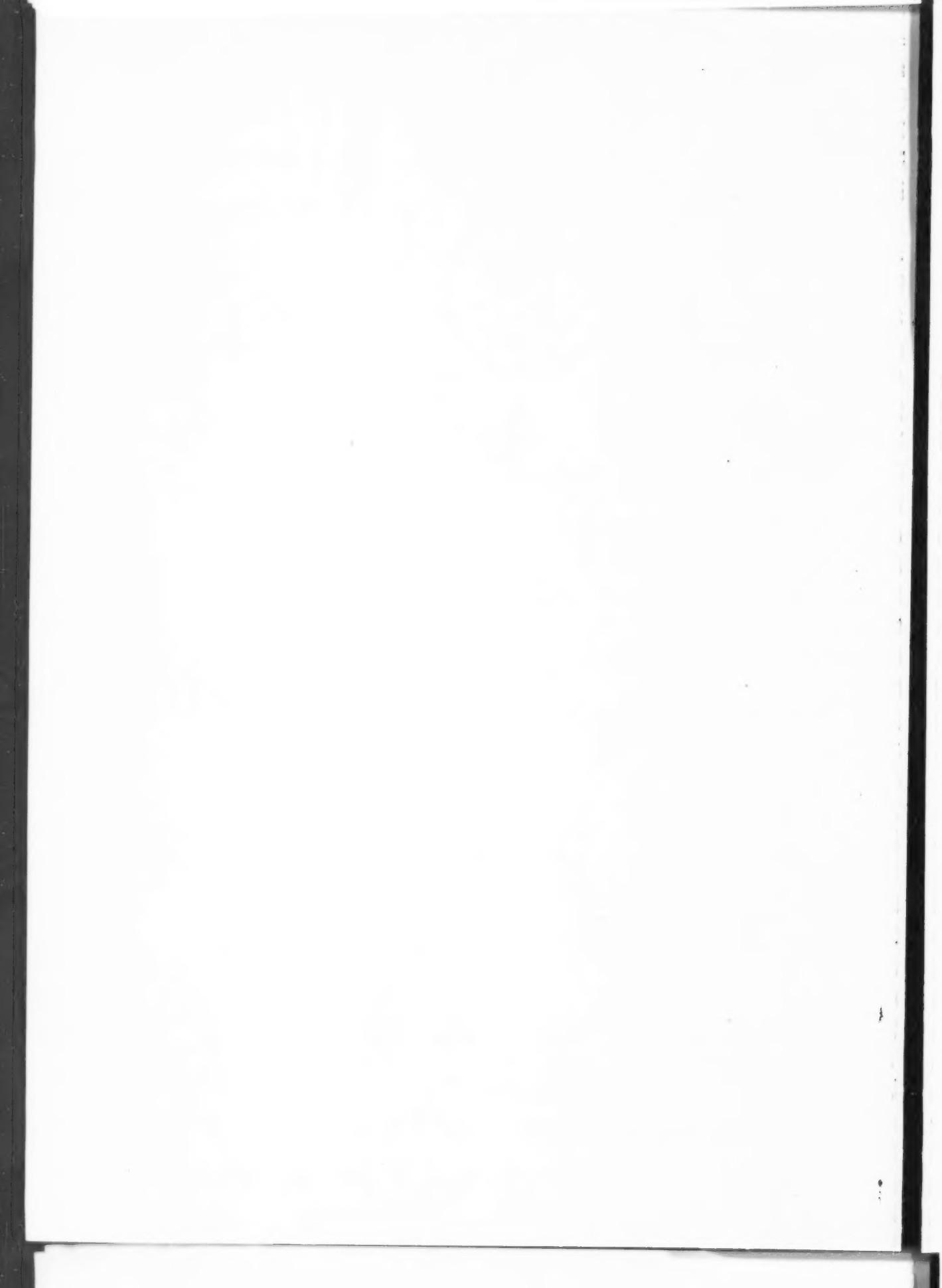
For example, this summer (June 1—September 6) an order for 20 T-H-T participations gives you 10 additional free. Here's the cost breakdown for 30 announcements:

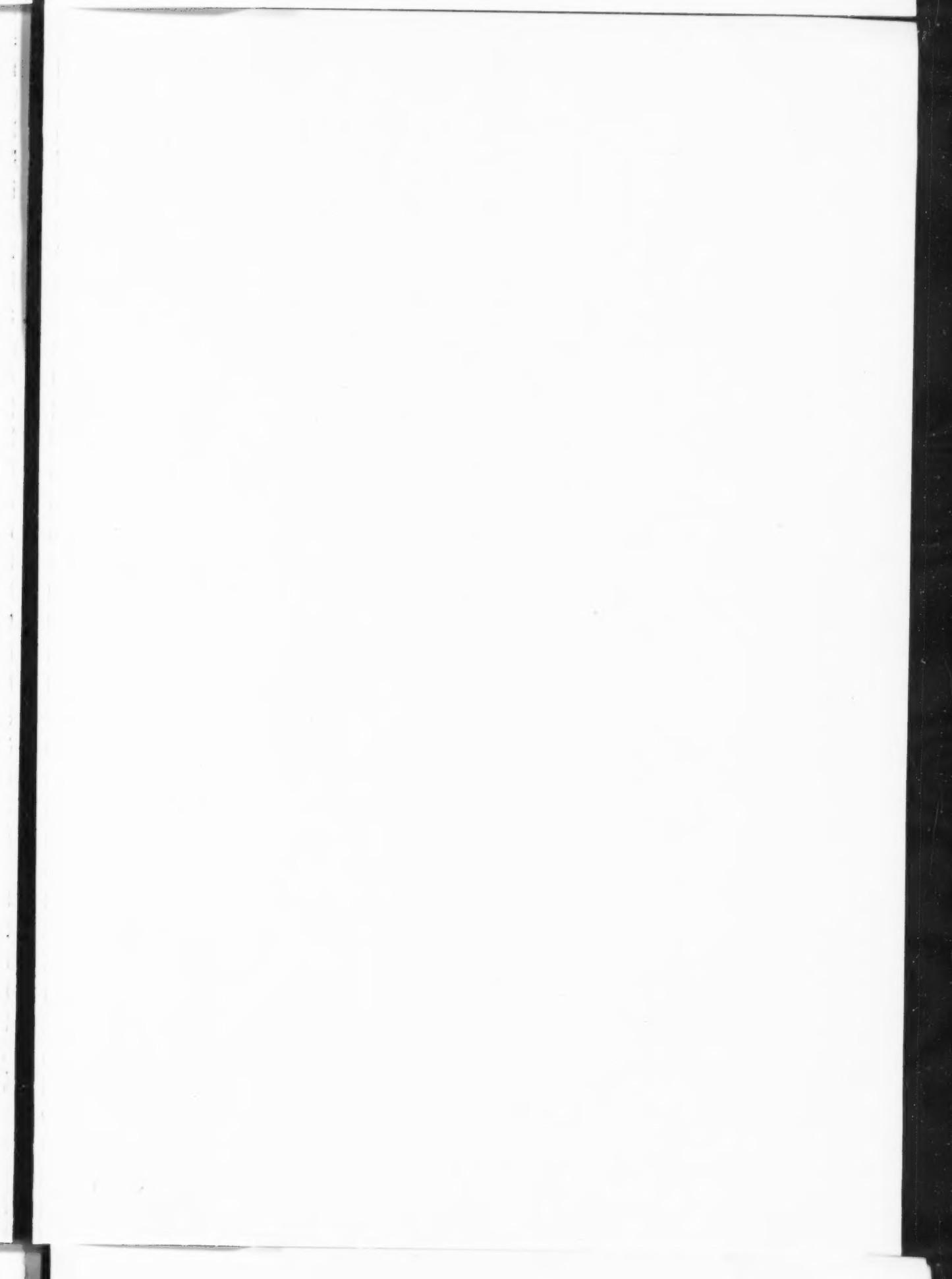
	CURRENT COST (NO DIVIDEND)	NEW COST (WITH DIVIDEND)	AVERAGE COST PER PARTICIPATION
TODAY	\$174,690	\$116,460	\$3,882
HOME	\$246,540	\$164,360	\$5,479
TONIGHT	\$217,440	\$144,960	\$4,832

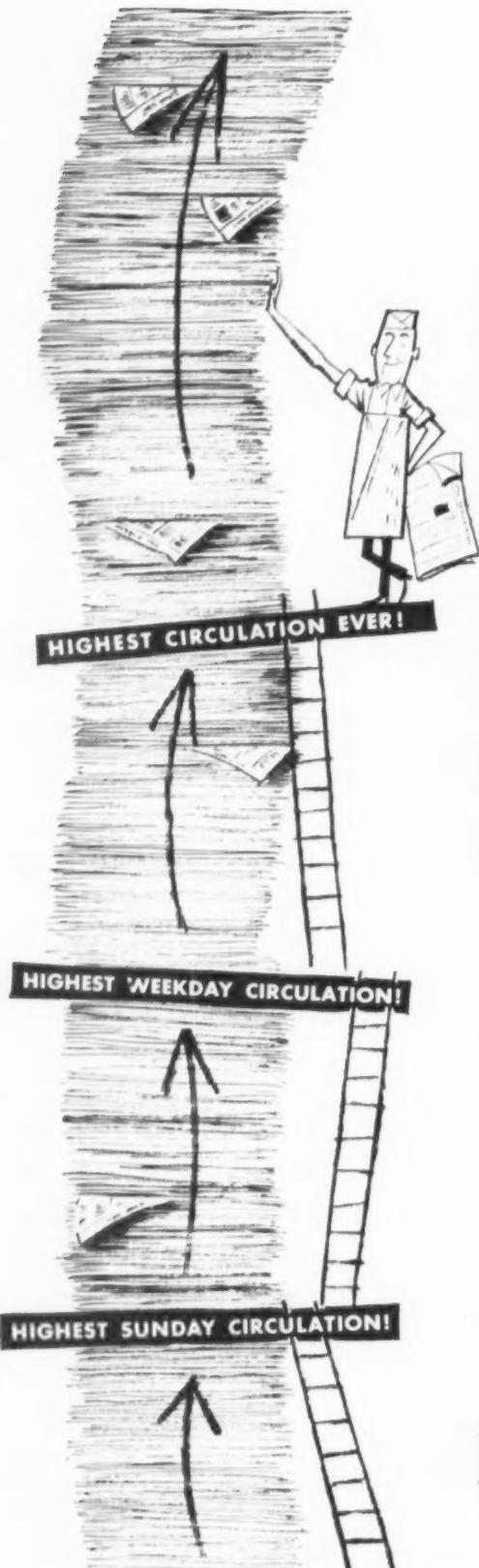
Based on full network basic lineups: TODAY (6), HOME (38), TONIGHT (55)

With the recent 20% time cost reduction for TODAY participations (Monday-Friday, 7-9 AM) and this new Dividend Participation Plan, T-H-T emerges as more of a blue-chip buy than ever. Get the details from your NBC Sales Representative.

NBC
TELEVISION NETWORK







For the
Six-Months
Period Ending
March 31st.....

HIGHEST CIRCULATION IN DETROIT NEWS' HISTORY!

The newspaper that's been Detroit's greatest advertising medium for over thirty years, now has more readers than ever . . . **469,389 weekdays, and 585,667 Sundays.***

The **Detroit News** concentrates this great circulation in the *densely-populated, volume-business, six-county trading area*. Here, buyers depend mainly on DETROIT newspapers for shopping information . . . and here, *98% of Detroit's retail business originates.*

*subject to A.B.C. audit

The **Detroit News**

WEEKDAY CIRCULATION 469,389 • SUNDAY CIRCULATION 585,667

*Eastern Office . . . 260 Madison Ave., New York
Pacific Office . . . 785 Market St., San Francisco*

*Chicago Office . . . 435 N. Michigan Ave., Tribune Tower
Miami Beach . . . The Leonard Co., 311 Lincoln Road*

LETTERS

who sells house-to-house?

EDITOR, SALES MANAGEMENT:

We would like to reach all the house-to-house sales companies in the U. S. Do you know of an available mailing list?

Mitchell W. Friday

Advertising Manager
National Sports Co.
Fond du Lac, Wis.

► Write to National Association of Direct Selling Companies, Winona, Minn.

tele-sell absentee

EDITOR, SALES MANAGEMENT:

On page 72 of your Dec. 21, 1956 issue, there is a description of "Tele-Sell" and I am very sorry that I missed the meetings at which this was shown in Boston.

Can you tell me whether there will be an opportunity to witness this demonstration somewhere in the East in the near future? Also, can you tell me whether this show has been put on film which might be rented for a sales meeting of our own salesmen?

B. S. Falk

General Sales Manager
Independent Lock Co.
Fitchburg, Mass.

► See SALES MANAGEMENT, May 3, p. 72; "Tele-Sell: Largest Sales Meetings." Films of Tele-Sell sessions are available from Tele-Clinics, Inc., 285 Madison Ave., New York, N. Y.

sales promotion section

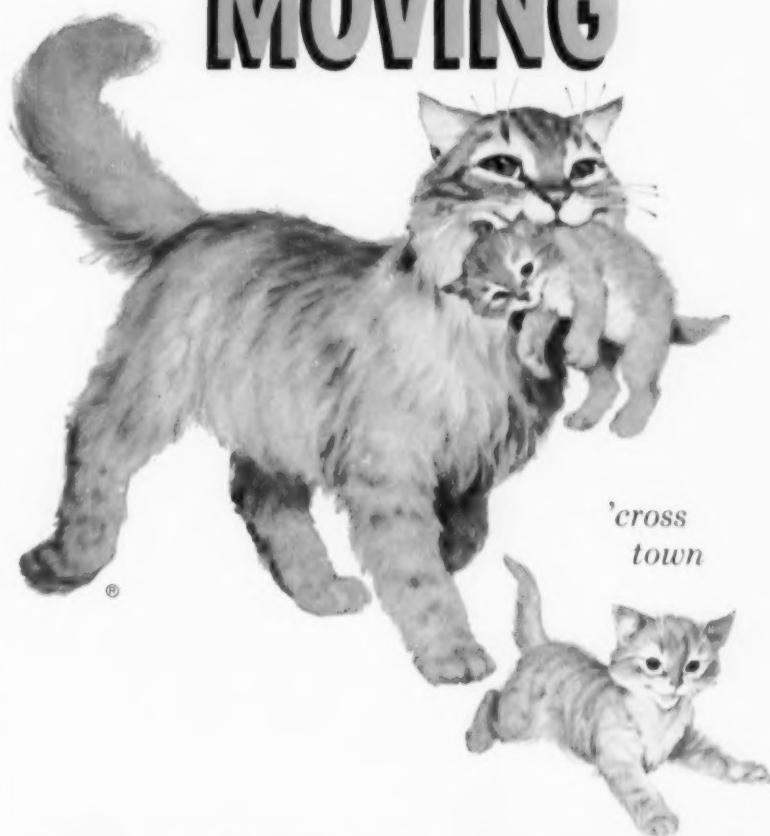
EDITOR, SALES MANAGEMENT:

Your perforated pages were a "first" among business publications. Now I notice another innovation—cataloguing the words "Sales Promotion Section." Anytime I file anything of interest from your magazine, I usually have to write on it the section to which it belongs.

J. B. Warshauer

Regional Sales Manager
Bennett Pump Division
John Wood Co.
Muskegon, Mich.

for DEPENDABLE MOVING



CALL YOUR ALLIED MOVER ...he's the No. 1 Specialist

Ask your Allied Mover for a copy of "Before You Move." See yellow pages of your phone book, or write Allied Van Lines, Inc., Broadview, Illinois.



ALLIED VAN LINES • WORLD'S LARGEST LONG-DISTANCE MOVERS

1951-
1956

1951-
1956

1951-
1956

1951-
1956

1951-
1956

1951-
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1956

1951-
1956

1951-
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1951-
1956

U.S. News
& World Report

"WE MAKE OUR ADVERTISING WORK TWO WAYS"

Frederick T. Keeler, Director of Marketing

for The Carborundum Company, says:

"Business magazine advertising has long been a key component in The Carborundum Company's marketing programs. It builds recognition and acceptance for our products in widely diversified markets—chemicals, electronics, metalworking, nucleonics, machine manufacturing. Advertising's ability to arouse customer interest enables our salesmen to concentrate more on personal selling. And, with the constant need to reduce selling costs, this pre-selling function becomes increasingly important.

"There's another parallel benefit that we find extremely helpful. Recently documented sales results prove to us that creative, aggressive merchandising of our advertising builds enthusiasm and cooperation among salesmen, distributors and others . . . increases the effectiveness of the program. For us, business magazine advertising plays two important roles, and plays them well."

Applying business magazine advertising to the preliminary steps of creating a sale is a concept we call "Mechanized Selling." By allowing your salesmen to concentrate on their primary jobs of making proposals and getting orders, it helps lower your selling costs.

IF YOU SELL TO BUSINESS OR INDUSTRY, you can reach more prospects regularly, and at far less cost, by concentrating your advertising in those magazines serving your specific markets. In most cases, you will find you can do this most effectively in one or more McGraw-Hill magazines.

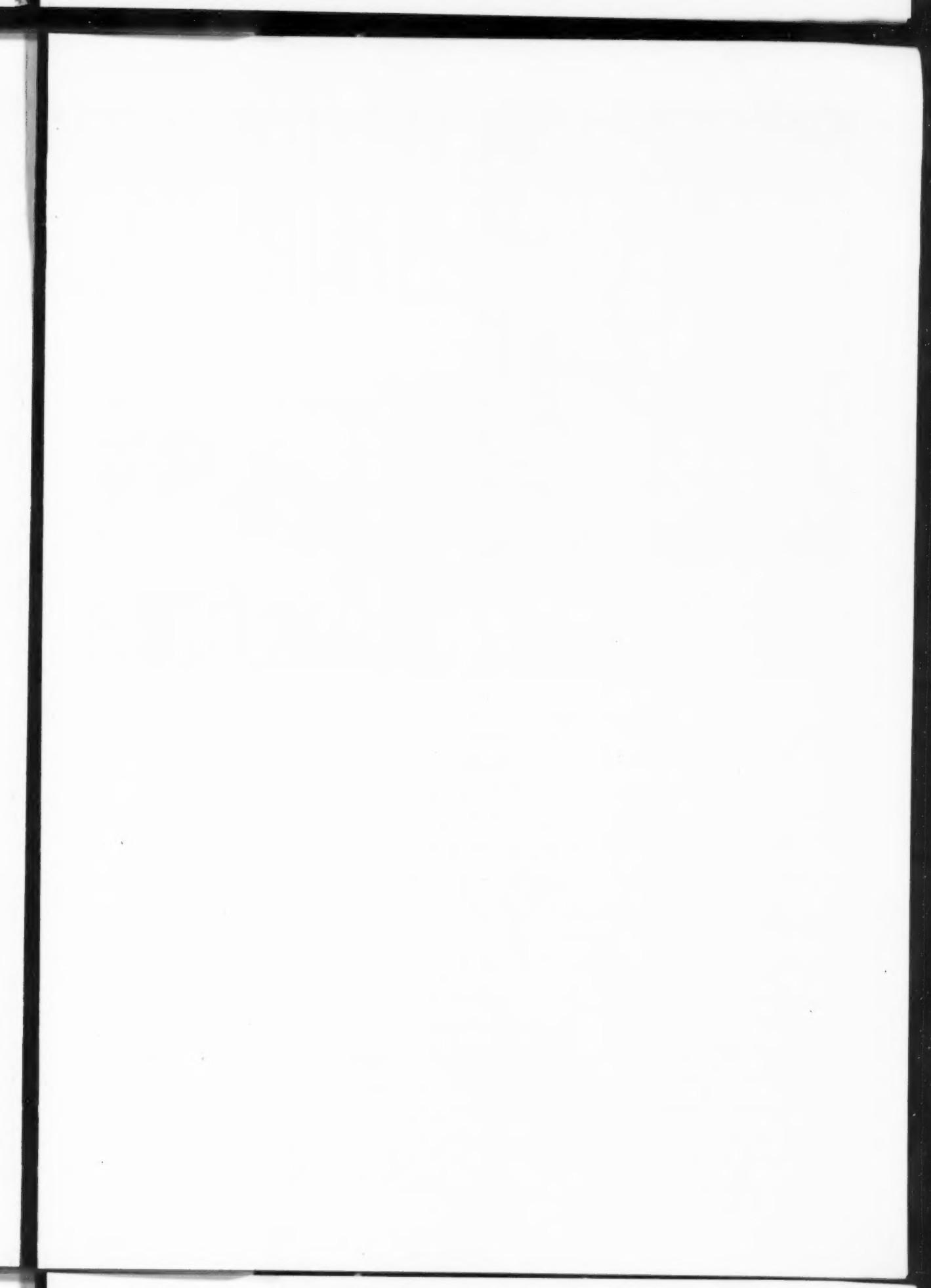
McGRAW-HILL MAGAZINES

McGraw-Hill Publishing Company, Incorporated
330 West 42nd Street, New York 36, N. Y.



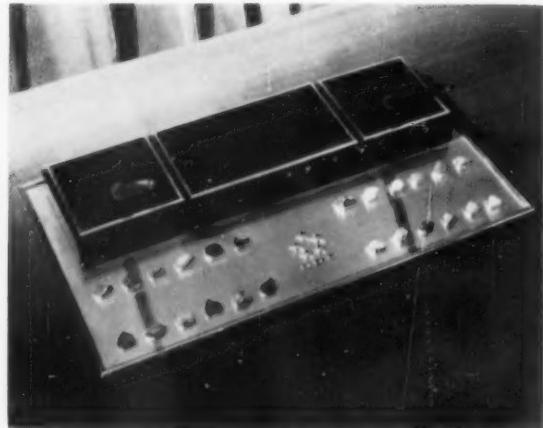
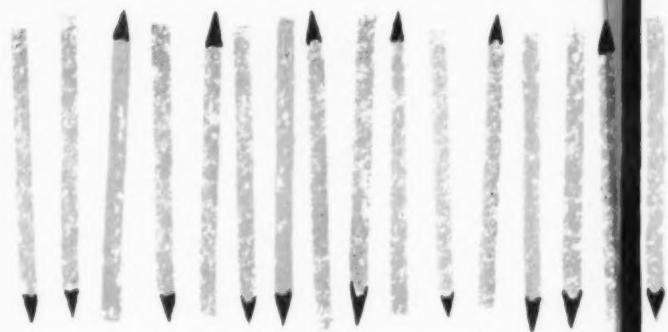
MAY 17, 1957







THESE PENS MAKE HISTORY: The desk set custom-made by Parker for President Eisenhower, is decorated with a collection of stones from various locations which have figured prominently in the President's life. The stones come from such places as Abilene, West Point, London, Tunisia, Normandy—and the White House. The latter was added prior to the president's nomination, a bit of extraordinary foresight.



and up. Every company queried by **SALES MANAGEMENT** on 1957 promotion reported 1957 advertising appropriations higher than those for 1956.

As of now, there are four discernible trends in the industry which are influencing the sales thinking and market strategy of producers:

1. Desk and dip pen business is down.
2. Mechanical pencils are leveling off.
3. Ball-points are zooming.
4. Liquid Lead looks like a comer.

There are some 50-odd producers of writing instruments represented in the membership of the Fountain Pen & Mechanical Pencil Manufacturers' Association, Inc. Of these, six are Dun & Bradstreet-rated at \$1 million and over.

The Parker Pen Co. and W. A. Sheaffer Pen Co., neck and neck domestic leaders of the pack, together account for an estimated 35% of the

domestic volume. Paper Mate, Waterman, Autopoint, Esterbrook, and Scripto are the runners-up.

The industry shows marked contrasts in distribution policies. Parker, rabidly Fair Trade, sells direct to retailers and, since late 1956, through a limited number of selected wholesalers. Sheaffer abandoned Fair Trade in 1955. It, too, sells direct to retailers, and recently has taken on a highly selective group of discount houses. Paper Mate sells direct to large-volume customers and through a wide range of wholesale houses serving different classes of retail outlets. Scripto sells direct to large-volume customers and through jobbing channels. Esterbrook has a dual system, direct to retailers and through some wholesalers.

Keen marketing sense, liberal advertising and aggressive promotion have combined to open two lucrative special markets for writing instruments: the gift market (which accounts for as high as 60% of the two leaders' total volume) and the advertising specialty and premium market.

So far as product design goes, five

developments have attracted attention within a span of five years:

Sheaffer's "Snorkel", \$15.50 or more, pneumatic-filling pen which takes the point-and-barrel "dunk" out of filling.

Parker's "61", \$20 or more, capillary-action pen which fills itself by itself, with no moving parts.

Paper Mate's "Piggy-Back", \$1.95, ball-point pen which has two interchangeable refill units, offering two ink supplies instead of one, and two separate silvered tip writing points.

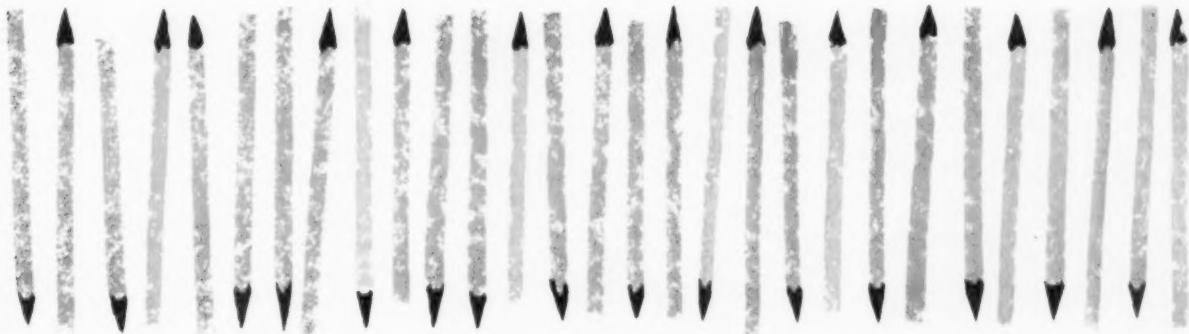
Waterman's C/F, \$5.95 and more, cartridge-filled pen which eliminates the ink bottle.

Parker's "Liquid Lead" pencil, \$2.95 and \$3.95, which needs no sharpening and writes an erasable, smudge-proof line.

All have widespread advertising and retail sales promotional programs behind them.

The Sheaffer-Parker rivalry for industry leadership dates back to the end of World War I. The race has been neck and neck. Parker is far ahead in foreign sales, Sheaffer leads slightly in domestic sales.

Most leading pen companies with



IN FAR-AWAY PLACES, an American fountain pen is a badge of distinction because it at least suggests the owner can write. In the photo is a professional scribe in the city of Kuwait on the Persian Gulf, who pens letters for illiterates. He uses a Parker... see the Quink?



the exception of Sheaffer report that they are Fair Traders. However, Parker seems to be the only major quality pen company really working at enforcement. In 35 states there are Fair Trade laws which implement Parker's policy. In others, Parker must rely on retailing's need for profit margin and traditional American standards of fair play.

Says Parker management: "We will continue to battle to support retailers' profit margins, and fair prices to consumers, as long as dealer support and workable laws exist."

Parker is no tyro in this matter, which has been called the "hottest issue in United States merchandising today." Long before Fair Trade existed in the law of the land, this 69-year-old pen company exercised care in opening dealerships and in fair pricing, in the face of active competition. When industry's standard unit carried a price tag of \$2.50 following World War I, Parker introduced the "Duofold" priced at \$7. Massive advertising campaigns helped to establish the price and the entire industry benefited from the trade-up.

When a major competitor, Sheaffer,

abandoned Fair Trade in 1955, Parker simply reaffirmed its position in trade circles. And when a new top-line product called the "61" was introduced in September 1956, Parker was ready with a retailer franchise program which reads more like the Golden Rule than a legal document.

Says Alfred P. Diotte, Parker's assistant secretary: "More than 15,000 signed franchise forms were received in the five months after its inception."

Parker's support of Fair Trade has not been exactly easy. When the firm finds a retailer in a Fair Trade state selling its products at less than listed price (usually through a complaint from another retailer), a systematic followup is initiated. First, the suspected price-cutting outlet is visited by a Parker sales representative who tries to explain that the law is being broken, that an unfairness is being worked against the manufacturer and its other distributors. If the retailer won't desist, he gets a registered letter of warning. If he still persists in violating Parker's fair trade rights, Parker promptly takes court action.

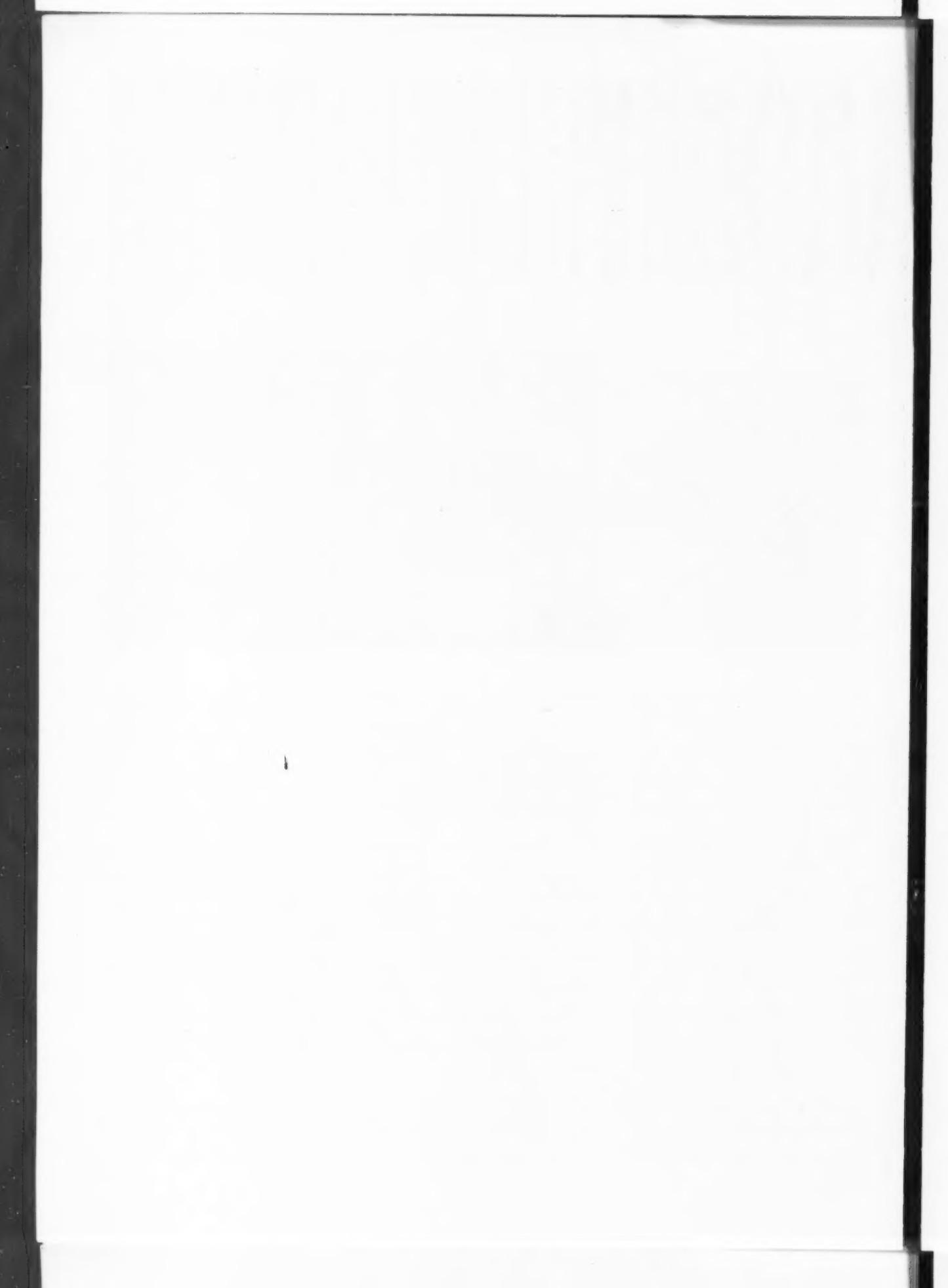
Parker's Fair Trade program costs

dearly in dollars, effort and time. Three of the country's top legal firms are retained in New York, San Francisco and Chicago for Fair Trade matters exclusively. A summary completed recently by the company's eastern law firm, Rogers, Hoge & Hills, shows that in seven eastern states alone Parker instituted a total of 200 fair trade actions in the past 27 months. In 151 of these cases injunctions or submissions were obtained, while the remaining 49 cases are awaiting decision.

Pending as well are 220 investigations of suspected fair trade violations. "Suspected violators are not always guilty," Diotte points out. "Seventy cases were closed in January when investigation showed the reported violators to be observing Parker's minimum Fair Trade prices. Parker has never lost an action involving a substantial breach of its Fair Trade rights."

"Currently, there are injunctions against leading discount houses in New York City, Boston, Baltimore and Allentown, Pa. We consider all

(continued on page 110)



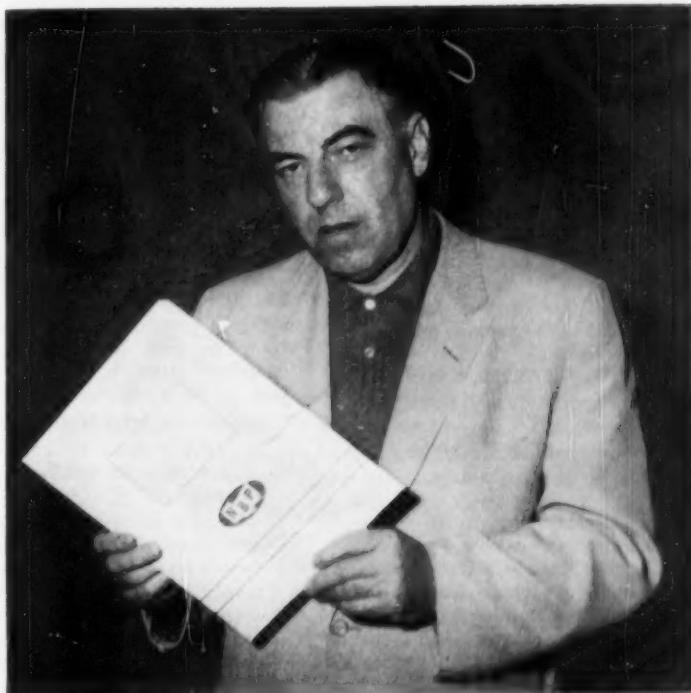
From Wall Street Runner To President . . . of *The Times*

The New York Times has long been fortunate in the men its publishers' daughters marry: Arthur Hays Sulzberger, husband of Julius Ochs Adler's daughter, gave brilliant leadership as president, to the world's most famous newspaper. And now a 44-year-old, highly capable man, married to Sulzberger's eldest daughter, steps into that important post. (Sulzberger, 65, remains publisher, takes over the new post of chairman of the board as well.) The new president is Orvil E. Dryfoos, who emerged from Dartmouth to begin a Wall Street career as a runner. Three years later he owned a seat on the New York Stock Exchange. But after marrying Marian Sulzberger and deciding to join the *Times*, he started his career anew . . . at the bottom. He covered the seamy side of Manhattan, followed stories through the composing room, became an expert on night assignments (and almost ruined his digestion reporting after-dinner speeches). It wasn't until 1945 that he moved up to become assistant to the publisher.



Hail to the Chief!

A conservative, get-things-done Mid-Westerner, Russell C. Jaenke, has been recently handed the gavel to preside, for its coming year, over the destinies of National Business Publications, Inc. (NBP is an amalgamation of 207 industrial, professional, and merchandising publications in the U. S. and Canada.) In his for-pay work Jaenke is executive v-p of The Penton Publishing Co., Cleveland, publishers of *Steel*, *Foundry*, *Machine Design*, *New Equipment Digest*, *Automation* . . . Russ Jaenke has never worked for anyone other than Penton. He went directly to that house from Ohio State University, began his career in the Advertising Department. (In college he had been business manager of the student publication, *Sun Dial*.) Later he sold space for *Steel*.



It's Only Expense Account Money!



By SALLY RICHARDSON

Just recently at a cocktail party I heard three different sales executives conclude their descriptions of fabulous trips with almost the identical words: "Of course, you can only live like that on an expense account." Now certainly there is no quarrel with living fabulously on the company credit card if increased sales are commensurate with the outlay. But in many cases the old joke, "It's only money," has become "It's only expense money." There seems to be a growing yet unhealthy belief that big tabs make big impressions and to out-sell one must out-spend.

While the trend is not alarming, it seems to me, as the wife of a salesman, that it may well be time for sales executives to take a second look at their own and their salesmen's entertainment performances. Top flight executives are just as frequently caught in this semantic trap as the average salesman whose expense accounts they okay; the only difference is that there is no superior to analyze precisely how fruitful the expenditure has been.

The sole reason for entertaining a customer is to entertain him. Unlike the next door neighbor who sometimes shares a Sunday night cook-out, he has been invited to repay a business rather than a social obligation. Since he is a constant buyer of your wares and has nothing to sell to you in return, this is a small and ethical way to show your appreciation for his trust and confidence. It is therefore

important that your sights stay set on his pleasures and preferences and that your behavior reflects this understanding.

Many salesmen never seem to realize that whenever and wherever they are with a customer, they are still punching the company time clock. This is particularly true when double duty is involved and more than one salesman from an organization attempts the arduous task of multiple entertainment.

Perhaps, for clarity, it should be said that there are, of course, exceptions. Now and then an old and devoted friend becomes a customer. Now and then a customer becomes an old and devoted friend. But these are the rare frostings and even then there is a limit to just how long the cake will remain fresh.

Since that pleasantest of pleasantries, the casual cocktail, is also a catalytic crutch, many salesmen have come to lean too heavily on its ephemeral strength. This has no relation to the problem drinker, for his

is only a stagger-on part in that great play, Successful Selling, but one's tolerance for alcohol is a variable and many salesmen tend to over-relax the tension when imbibing with the big account. To be sure, this is not without its psychological reasons: The boss is picking up the tab. There is a lift of importance from blending business and pleasure, the natural tendency to be overly profligate with somebody else's moola and the desire to appear as a bon vivant in the eyes of one's guest. Psychological or not, however, the end does not always justify the means, since today's entertainment tab requires quite a bit of means.

All of which brings me to the fundamental precepts of these wifely observations. Realizing that the entertainment fee is a necessary component of the whole of selling, it should be as judiciously guarded as the net profit on the commodity. A wasted evening of entertainment is no less a loss than that of damaged merchandise which cannot be repaired. Indeed, the long-range consequences may be much more shattering. In this light, perhaps some thought should be given to incorporating the value of entertaining in any well-delineated sales training course. It appears rather foolish to devote untold time and money developing "the approach," "the presentation," "the close," without including some instructions in this all-important phase of successful selling.

The End

WHEN it comes to expense accounts, Mrs. Richardson knows whereof she speaks. She's the wife of a salesman. "Customer entertainment plays a fairly large part in my husband's work," she writes from her Atlanta, Ga., home, "and, with the exception of strictly stag affairs, I am always included."



The Do's and Don'ts of Entertaining

As Seen by a Salesman's Wife



DO remember always that you are entertaining a customer. It is for his pleasure and enjoyment that you are out spending the boss's money and you can be deferential without polishing the *whole* apple.

If he happens to like classical music, do not insist that he listen to Dixieland jazz.

If he likes situation comedy, do not take him to see a Shakespearean tragedy.

If his wife likes to dine and dance, do not spend the evening in a small, smoky, so-called sophisticated bar.

These do not's may be fun for you, but remember you are entertaining a customer.

DON'T monopolize the conversation. Trite though the truism be, there is nothing more pleasant than the sound of one's own voice.

If he is hesitant or shy, encourage him to talk about himself and his own interests.

If he is verbose and egotistical, be the audience he is seeking. In either case, you will be pleasing him and you will be learning new facets of his personality which may sometimes be helpful at the trading post.

DON'T be argumentative. *If* he has led the conversation into areas where you obviously disagree, hold your salvos for the guy next door or the friend at the office. This does not mean that you should deny your own opinions or sacrifice your integrity. There is always the non-committal nod or the pleasant "well, maybe so," which usually shifts the topic into another direction. With this accomplished, he is pleased with his victory and you still have your place on the debating team.

DO remember that his wife plays the feminine lead (and maybe she's no ingenue) and her part is no less important than his. Despite what he may say jokingly to the boys in the back room, she is the greatest single influence in his life; and hell hath no fury like you know what. No matter what fun you may have with him on the golf course or at the fishing lodge, *if* she finds your entertainment dull and boring, your conduct with her husband reprehensible, you may

be sure this account is on the way out. Here your own wife can do some miraculous maneuvering and you should trust her judgment and heed her advice. After all, her stake is just as great as yours, so listen to your wife and listen to his wife. It can and does pay dividends.

DON'T entertain each other. Too often on parties, two salesmen will forget their customers entirely and spend the evening at their old barroom antics. They will argue, cajole, play the straight and end man, discuss their personal problems and wind up with a vaudeville act from the twenties—all of which is fine for the class reunion, but not for the valued customer. Be sure always that he is a part of, and interested in, whatever you are doing. Remember again that he is the purpose of the party and perhaps has his own class reunion to forget.

DON'T indulge in too much familiarity. There is no finer relationship than that of the mutual respect and admiration between customer and salesman. It is honest, sincere and a solid foundation on which to build a lifelong friendship. When it becomes more than that, it loses much of its value. How often do you see the guy who was the best man at your wedding? Whatever happened to your college roommate? These friendships were wonderful and should be cherished always, but do not try to recreate them in your customers. Too much buddy-buddy, palsy-walsy can crumble the admiration you seek and destroy the respect you should command.

DO remember that timing is the key to success or failure in almost any endeavor. This, of course, is something you yourself must sense. Not only must we have the best laid plans, but we must have them properly timed. Since, like politics, timing is not an exact science, you will have to trust your judgment and rely now and then on your stars. Yet it is an important factor and should always have consideration.

And, finally, a woman's last word, if you please,

DO remember that when the party's over, it's time to go home!



IT'S A WOMAN! And she's in good company. Those are all salesmen around her. She and other sales wives recently gave their husbands' firm a good jolt when they were asked to fill out a questionnaire.

Who's the most important man on your sales staff? Take it from an 11-year-old aluminum fabricating company in Lancaster, Pa.—“he” may be a woman!

This company, Quaker State Metals Co., that has annual sales running around \$10 million, and that has never fired a salesman—says it has 70 salesmen. What it means is it has 35 salesmen—and their wives. Part of this philosophy stems from the thinking of Sales Manager Hillard Smuck, who—being a former school teacher—has an inquiring sort of mind that's curious about what people think. Recently, when the company's sales hit the \$10 million mark he decided it was high time the wives of Quaker salesmen met each other, the company's officers and the other salesmen.

Out of this idea came a convention at Hot Springs, Virginia. And out of it, too, came one of the most provocative questionnaires we've seen. For Smuck, working with the public relations firm of Swanson & Dalzell, prepared a quiz for these Quaker wives. Aim: to learn what the wives thought of the company, its business and sales philosophy, and of salesmanship as a career.

Now these Quaker salesmen aren't run-of-the-mill. They average \$12,000 a year in earnings—using a quota system with a base against quota. Most of them, like Smuck, have been with the company since its early days and Quaker wants to keep them. (Smuck was the company's first salesman and when Quaker made its initial sale—to Sears, Roebuck & Co.—

its office was so small there wasn't room enough for the client. The transaction had to be completed outside on the street, in the middle of a howling blizzard!)

The company knows that a wife's satisfaction with her husband's company and his work can mean all the difference in his career—can even determine whether or not he stays with the company.

So while it had the girls on the spot, as it were, it asked a favor of them: Said S. C. Swanson, “If you'll take 10 minutes to complete this questionnaire, your answers will help your company's management people in their efforts to make Quaker State Metals a better organization to be associated with. There's no need to sign a name, so we hope you'll be perfectly candid. The questionnaire will be kept strictly confidential....”

And when the ladies—and Quaker hopes they weren't too influenced by the luxurious surroundings and the general rapport! — turned in their questionnaires there was dancing in the corridors by Quaker executives. The first question was, “How do you feel about selling as a profession for your husband?” The answers allowable ranged all the way from I-don't-like-it to the-best-he-could-have. Most respondents felt the profession was the best their husbands could have. And the sourdest attitude the question uncovered was “as good as most.” One wife said, “He's never done anything else. However, he would do well at anything he tackled!” Another said, “I believe selling as a profession has unlimited possibilities....”

Your Company's Hidden Asset?

The next question was, “How do you rate the future of your family in his selling career? In answering, think of your economic progress and security as well as the happiness of your entire family.”

Most respondents said the future looked “Very bright.” One analytical wife noted, “This depends on (a) potential of his territory, (b) compensation policy of the company.” She added, “Happiness of entire family depends on (a) amount of time away from home and (b) risks in present-day traffic conditions.”

The question, “In what ways do you feel you can help to make your husband more successful in his selling profession?”, brought forth a damburst of answers. One wife felt she should help her husband in keeping his records; another that she should assist in entertaining customers and prospects; another that she should take phone messages efficiently and courteously. And yet another that she should “keep his spirits up when the going is tough.”

Now came the bugaboo: “How do you feel about the time your husband must spend away from home in his work?” Surprisingly, most of the women accepted this away-from-home time philosophically.

This same woman wrote at the bottom of her questionnaire, “Sorry to have taken so long in answering these questions. I think they needed a lot of thought and I spent much more than the ten minutes....”

It wouldn't hurt *you* to feel the pulse of your own salesmen's wives.

The End

URBIA, SUBURBIA and now INTERURBIA

It seems like only yesterday that our major cities lost their traditional market identity and were supplanted in market analysis by "metropolitan areas." But today, as we look at the map, we see that our metropolitan areas are beginning to overlap like fried eggs in a pan. Political and geographic bound-

aries are becoming more and more meaningless. In fact, there's a transformation taking place across America—an interurban growth and interdependence that has created, in effect, 14 super-cities. The longest of these continuous metro areas runs from Maine's border into Virginia—roughly 600 miles.



TODAY: Interurbias occupy less than 4% of the land area of the nation, but contain almost half of the population; produce more than half of retail sales.



IN 1975: Present Interurbias will link; others will be formed. Result will be that Interurbia will hold 60% of our population, rack up 70% of all retail sales.

NOTE: For marketing implications of Interurbia development see "Significant Trends," page 15.

Source: "Interurbia, the Changing Face of America," a study by the J. Walter Thompson Co., New York, N. Y., Yale University and Fortune Magazine.

Better Homes' "Ideas" Sell 25 Million Books

By LAWRENCE M. HUGHES

"America's largest publisher of ideas for today's living and tomorrow's plans" manufactures and sells more than magazines.

On one recent date a cumulative sales chart of "Better Homes & Gardens Book Growth" at Meredith Publishing Co., Des Moines, for hard-cover books and paper-bound "idea" annuals, showed a combined total of 25,421,733. All of them stem from the magazine.

Nine BH&G books and seven BH&G annuals are now published. New titles of both appear annually. But more than half of the 11-million-plus cumulative hard-cover volume, and nearly one-fourth of the entire list, was done by the Cook Book, the first of 12 editions and some 70 printings of which came in 1930. This book's cumulative count is now more than six million.

In "Sixty Years of Best Sellers, 1895-1955," Alice Payne Hackett, former editor of *Publishers' Weekly*,

listed every BH&G book at or near the top of its category. The Cook Book (now \$3.95) was the "best-selling hard-bound book" in six decades. Including those paper-bound, it stood fourth among all books.

BH&G's Barbecue and Decorating books, first published last June and August, both made the *Publishers' Weekly* list of top 10 non-fiction best sellers for 1956.

In Meredith's own cumulative ranking, the top seller among the annuals, with 4.1 million, is Home Furnishings Ideas, first published in 1941. Five of today's annuals and seven of the books were launched in the last five years.

All four main branches of the 55-year-old enterprise founded by the late E. T. Meredith are expanding together—with considerable mutual help. Of the company's record \$48,460,000 revenue in the fiscal year ended last June 30, 56% derived from advertising in *Better Homes &*

Gardens and *Successful Farming*; 21% from radio and TV stations in Syracuse, Omaha, Phoenix and Kansas City; 16% from circulation of the two magazines, and \$3,568,000 (7%) from the sale of books and annuals.

The current corporate revenue rate may exceed \$50 million:

1. In the April BH&G advertisers invested more than \$4.5 million, a record for one issue of one magazine.

2. One 14-page advertisement in this issue also set a record. Seven food advertisers joined to spend \$336,500 for it. The whole insertion promotes BH&G's Cook Book and the recipes it promotes are pre-punched for it.

3. Meredith has begun to offer advertising space for the first time in five of the annuals: Home Furnishings Ideas, Christmas Ideas, Kitchen Ideas, Home Building Ideas, Garden Ideas.

BH&G hard-cover books range in retail price from \$5.95 to \$1.95 and are sold the year-around by some 15,000 outlets: book stores, super markets, drug, department, furniture and other stores. BH&G "idea" annuals sell at \$1.25 each on 50,000 newsstands for a minimum of 90 days each.

To sell space in the five annuals (Handyman Ideas and Home Improvement Ideas will not carry advertising for the present.), Meredith has formed a new advertising section in Des Moines. New salesmen in Chicago and New York concentrate on annuals, and the "magazine" men in six other branches are making them part of their job.

Rate bases average 37,000 below



ONLY THE BIBLE and Shakespeare outsell BH&G's Cook Book. New Barbecue and Decorating books already are

best-sellers. Cumulative volume of "idea annuals" is 15 million. Meredith now sells advertising in five of them.



they Buy More because they Have More!

● All aboard! Here's the *green light* market for whatever you're selling . . . from electric trains to electric pumps. Among cities of 600,000 and over, Indianapolis ranks 7th nationally in retail sales per capita. Average income per family is a whopping \$6,669 . . . 39.3% above the national average.* No wonder the Federal Reserve Bank of Chicago, in its latest annual report, calls Indianapolis "Big Town—Boom Town of The Midwest" and predicts that *this boom* is here to stay! So it will pay you to consider carefully these important facts about our great and growing market!

► It's Big . . . it's growing! In 1956, Indiana was second in industrial growth in the U. S.

► It's STEADY . . . a balance between industry and agriculture that assures a stable market.

► You get SATURATION COVERAGE of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties, in *The Indianapolis Star* and *The Indianapolis News*. Write for complete market and circulation data.

Member, Metro Sunday Magazine Network
Member, Metro Sunday Comics Network

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Sales Management, Survey of Buying Power, May 10, 1956

THE INDIANAPOLIS STAR
YOUR FIRST TEAM FOR SALES IN INDIANA
THE INDIANAPOLIS NEWS



actual sales of previous editions. The first of the five staggered closings will be July 15, for Home Furnishings Ideas. Advertising prospects are being told of the new "availabilities" through campaigns in business papers and direct mail. A consumer program includes *BH&G* itself and its Home Planning Centers in 83 department stores.

The original Cook Book was a service to homemakers and a promotion for *BH&G*. For five years an average of 200,000 Cook Books annually were sold, at 50 cents each, with *BH&G* subscriptions. Since 1940 this and the growing group of titles, both books and annuals, have been separately sold. Not until 1953 did "Books" become a separate function of the company.

BH&G Is the Source

But the magazine is still the source-spring and the main "medium." Part of *BH&G* editorial material is still punched for use in some of the books. And whenever a salesman makes a book pitch to a prospect, he starts by showing *BH&G* and by emphasizing its penetration and action-stimulating ideas.

Store managers are told the findings of Alfred Politz Research, Inc. In a 12-month study, when *BH&G*'s circulation averaged 4,035,000 a month, Politz found:

15.5 million people over 10 years read an average issue;

44,150,000 different people read one or more issues yearly;

6.9 million read nine to 12 current issues during a year.

In addition, says Salesman Fred Bohem (also president of Meredith Publishing Co.) 6,950,000 took "27.1 million actions associated with the reading of an average issue: Writing, purchasing, shopping, trying an idea, clipping an article or an ad."

Politz points out that the more people read back issues, and the more they save and clip and act, "the more they own *Better Homes & Gardens* books." Some 14 million people were found to have a *BH&G* book in their home.

But even best-sellers do better in some areas than others. Two-fifths of Meredith's \$1-million-a-year sales in hard-cover books was done in the North Central region. In proportion to population, coverage was strongest in the Far West. The South lagged. Nearly 60% of all the book owners lived in metropolitan areas—Handyman Book doing especially well there. Penetration was greatest among upper-income families, and

Ed Meredith Set Out To Serve "Ordinary Folks"



The tall, dark, handsome young man who came out of Avoca, Ia., to launch *Successful Farming* in 1902 believed that whatever figures he might amass would stem from folks. Solemnly he wrote in the first issue: "Service is the Keynote. Service is the basic meaning of it all."

Twenty years later, after serving as Secretary of Agriculture in Wilson's cabinet, he introduced *Fruit, Garden & Home*, the name of which was soon changed to *Better Homes & Gardens*. Three editors turned out the first 52-page issue for 150,000 subscribers. A year later Ed Meredith could announce that *BH&G*'s "family has reached the 300,000 mark . . . among the ordinary folks . . . who form the backbone of the nation."

Just before he died in 1928, two figures were to please him: *BH&G* had become "the first magazine to gain one million circulation without the use of fiction or fashion." And a first-prize offer of \$10 for favorite pickle recipes drew 14,500 entries from readers.

In that year the Meredith company opened a kitchen to test recipes sent in by readers.

From the kitchen, in November 1930, came the *Better Homes & Gardens* Cook Book. Its first two months' sales were 38,495. In 1931 the book became a best-seller, with more than 100,000. Its only "hard-cover" rivals since are said to have been the Bible and Shakespeare, which are in the public domain.

And from the magazine have sprung a score of books and annuals. In 1937 *BH&G* introduced a monthly page of "tested and endorsed recipes," punched to fit the Cook Book. In content and material other "magazine" material was made to fit more books. As this program grew the book editors, of necessity, developed more of their own material. But every book and every paper-bound "idea annual" is still *Better Homes & Gardens*.

among those in professional and in "clerical and sales" occupations.

Half of the hard-cover books had been bought as a gift; 65% for own use; 10% for both. The Baby and Story books were the most frequent gifts. One-third of women interviewed in a home with the Handyman's Book confessed to reading it.

Jack Barlass is director of Meredith's Book and General Promotion Division. But he emphasizes: "A lot of people from President Bohem down are responsible. We go in for group editing and group publishing. Our Research Department helps to determine the market, format and content

of each title. Our Book Editorial Department works closely with the magazine's editors to maintain consistency of approach."

Under Barlass are Book Sales, Robert B. Nelson; Book Editorial, Guy M. Neff; General Promotion, Donald J. Dooley; and Field Sales, William J. Gohring.

Nelson directs book and annual sales, advertising and promotion. Dooley heads company consumer promotion and public relations. Gohring guides a staff of 16 salesmen in 15 U. S. cities (two in New York). Those in Portland, Ore., Cleveland and Boston work into Canada. All

Again... **FLINT**
PLACES 2nd
IN MICHIGAN'S
RETAIL SALES MARKET*

MICHIGAN MARKETS

offer tremendous opportunities

1956 RETAIL SALES*

Detroit.....	\$4,797,972,000
Flint.....	537,645,000
Grand Rapids...	452,648,000
Lansing.....	306,784,000
Saginaw.....	216,296,000
Kalamazoo.....	195,122,000
Ann Arbor.....	192,026,000
Muskegon.....	168,717,000
Battle Creek....	157,088,000
Jackson.....	145,493,000
Bay City.....	116,553,000

Yes! Metropolitan Flint is a good place to sell. It is listed in the First 50 Metropolitan Markets of the Nation and again placed 2nd (largest outside of Detroit) among Michigan's outstanding markets. Flint is also an economical market to advertise your wares when you advertise in the Flint Journal.

COMPLETE COVERAGE AT ONE LOW COST
The Flint Journal

FLINT'S ONLY DAILY NEWSPAPER

*SRDS MARKET ESTIMATES FOR 1956

"the best of Michigan"

BOOTH NEWSPAPERS

THE BAY CITY TIMES THE ANN ARBOR NEWS-
THE SAGINAW NEWS JACKSON CITIZEN PATRIOT



THE FLINT JOURNAL THE GRAND RAPIDS PRESS
KALAMAZOO GAZETTE THE MUSKEGON CHRONICLE

NATIONAL REPRESENTATIVES: A. H. Kuch, 260 Madison Ave., New York 16, Murray Hill 5-2476; Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680; Brice McQuillin, 785 Market St., San Francisco 3, Sutter 1-3401; William Shurtliff, 1612 Ford Bldg., Detroit 26, Woodward 1-0972.

spend half of their time selling books and half on promotion of *BHG* and books.

They contact about 1,000 key accounts which represents three-fourths of *BHG* book volume: jobbers in magazines and books, groceries, drugs, infants' wear, toys, furniture, etc., trading-stamp companies, and large retailers. Despite the growing diversity of outlets—including 2,000 super markets—about half of the hard-cover volume is through book stores.

Meredith tells the salesmen that "the magazine gives us an ideal 'opening': A salesman emphasizes to prospects: *BHG* is one of the "leading monthlies sold on your newsstands . . . We also publish a line of hard-bound books."

He shows these "nine . . . most 'WANTED' books;" *BHG* exercises "authority" in each of these areas. Each of the nine is "the leading best-seller in its field . . . One million *BHG* books are sold every year [for] \$4 million in retail sales."

Their turnover is stimulated by:

"1. Research—to keep the books useful and accurate;

"2. Advertising—to presell customers;

"3. Publicity—to familiarize customers with the books;

"4. Point-of-purchase materials—for product identification, compact display and impulse sales."

1. **Research** determines "what your customers want;" "how present books can be improved" and brought up to date, and "what is the best-selling package."

2. **Advertising** for the books runs monthly in *BHG*, and during the last 18 months in "30 other select consumer and trade publications"—from *The American Weekly* and *Building Supply News* to *Retailing Daily* and *What's New in Home Economics*. (Salesman should "be sure to mention *The New Yorker*, *Ladies' Home Journal*, *Good Housekeeping*, *Parents' Magazine*, *Sunset* and *Business Week*!"

Not formally included is a current six-week book campaign in newspapers of 20 larger markets. Barlass explains:

"We're testing newspapers, radio and TV all the time—often two or three of these media at once."

Each title gets a separate budget. Without revealing figures, Barlass says that expenditures for each are "closely related to sales."

(Meredith's "account" splits four ways: J. M. Hickerson, Inc., New York, handles books and annuals; J. Walter Thompson Co., *BHG*; L. E. McGivern & Co., *Successful Farming*, and Lyons Advertising Agency, Cedar Rapids, Iowa, magazine circulation.)

3. **Publicity:** In 1956 the books and magazines made "570 million impressions" in space media. Bud Collier and Janice Carter have plugged them daily for two years on "Feather Your Nest" on 88 NBC-TV stations. Steve Allen, on NBC-TV's "Tonight" has cooked from the Barbecue Book.

Among this year's "events:" *BHG*'s field editors, Betty Grayson and Barbara Stuart, will appear more than 500 times on radio and TV, before clubs, at department stores, etc., in addition to newspaper interviews. Decorating Book exhibits are shown in department stores. Promotions are set with furniture, paint-and-wallpaper and hardware groups, and (on the Cook Book and Junior Cook Book) with schools, and to builders' model homes. Sun Gold Developers of Whittier, Cal., bought 1,000 complete sets of the books last year.

4. **Point-of-purchase** materials include giant books, posters, wire floor racks, counter racks, shipping display cartons.

For "action-proof" the salesman holds up a copy of *BHG* showing pre-punched pages: "Each month 1,750,000 pages for the Cook Book, Handyman's Book and Garden Book are clipped from the magazine. Each carries copy promoting the books . . ."

To grocery-store prospects *BHG*'s April issue brought big news. Seven advertisers joined in a "Parade of Winners" program for their products (and the Cook Book) with a 14-page insertion tying in with prize-winning recipes in Pillsbury Mills' eighth Grand National Bake-off.

Participants, with Pillsbury's Best flour, were Aluminum Co.'s Alcoa wrap, Penick & Ford's Brer Rabbit molasses, P&G's Crisco, French's spices and extracts of Atlantis Sales Corp., Kraft cheese and Pet milk. Twelve pre-punched half-pages in their package featured the 31 winning recipes, with brand names, for trans-



Carton Saves Shipping Costs . . . Adds 'Glamor'

High-fashion, modern packaging is saving money for the General Binding Corp., Chicago, makers of binding and duplicating equipment supplies.

Decreased shipping weight of the new cartons is a big advantage to this firm which ships supplies all over the world. The average unit shipped in the old cartons showed that 22% additional weight was packaging. The new rigid bleached Kraft cartons "proved a substantial decrease in the total shipping weight," says General Binding.

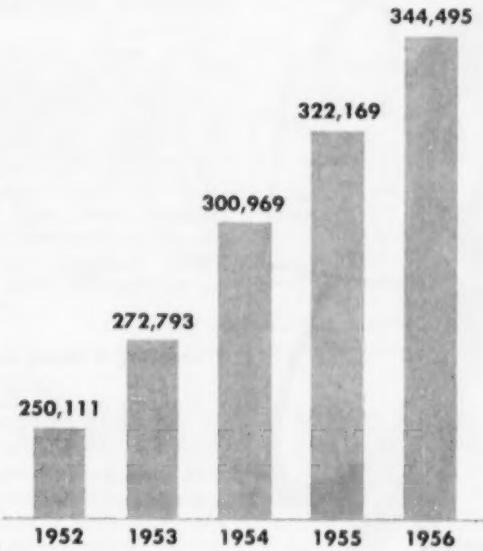
Aside from the decreased shipping weight, these standardized cartons have increased production efficiency.

The two-speed telescoping construction allows speedier carton set-up, faster gathering and packaging and the time-consuming operation of setting up blanks has been eliminated.

With the standardized sizes, one master unit is used to package all the new cartons which saves packaging time, bulk and weight.

Increased promotional value has also been praised by the company as another advantage of the "glamorous" design which "creates immediate association with the manufacturer." To add to this value, postcards have been placed in the bottom of the cartons to serve as reorder cards.

The postmarks are actual reproductions.



Grit advertising lineage

is up 37.7% in 4 years.

Grit can sell for you, too!

If yours is a national consumer product, you want your advertising to blanket every market. And to do the job right in the nonsuburban small-town market, you need Grit.

Grit is the national small-town weekly. It delivers 850,000 copies, 59% in towns under 2500. Here is America's least exploited market because it is most difficult to reach . . . yet it is responsive and rewarding when cultivated.

And *Grit sells!* The advertisers who come back

year after year—the documentary reports of the annual Grit Reader Surveys—the 4-year 37.7% increase in advertising lineage—all shout this fact.

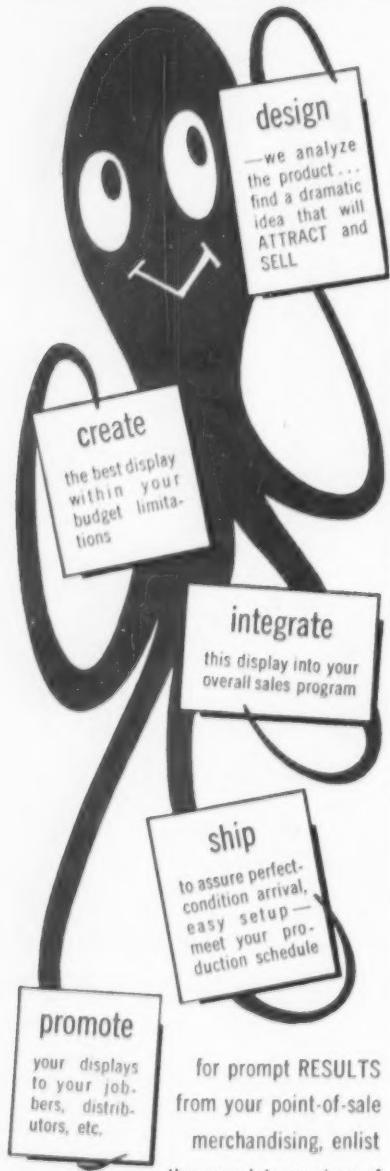
Grit can sell for *you*, too. A year-round, big-space Grit campaign will cost you about \$2 per town *per year* for each of the 16,000 small towns Grit covers. Grit belongs on *your* schedule.

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia, and by Doyle & Hawley in Los Angeles and San Francisco

1882 • 75th Anniversary Year • 1957



Complete Service!



*
**display
sales**

write Today for full information

1637 GEST STREET, CINCINNATI 4, OHIO

44

fer to the Cook Book. A full-page Cook Book ad followed.

Because winning recipes were not determined until the Bake-off, last December 11, art, copy and home economics people of the advertisers and agencies had to work fast. *BH&G's* closing date on gatefold insertions is three months before publication. The April issue was scheduled to appear March 23 . . . Participants managed to deliver four-color plates by January 5.

The whole package cost them \$300,000 for space, plus \$36,500 for production. Campbell-Mithun, Inc., for Pillsbury, was coordinating agency. J. Walter Thompson Co. (Kraft and French's) was chosen by lot to place the whole insertion. Other agencies were Ketchum, MacLeod & Grove, for Alcoa; BBD&O for Brer Rabbit; Compton for Crisco, and Gardner for Pet Milk.

Promoting a Super Ad

For two months these advertisers are delivering 350 million "impressions" on their *BH&G* ad (and the Cook Book) on 14 regular network radio and TV programs . . . Last March 1 their "combined" 4,000-man sales force started to tell grocers about it. Their promotional material includes banners, logos and recipe tear-off brands, all on the "Parade of Winners" theme.

The *BH&G* book salesman may adapt his "reasons" to different types of businesses. But basically, for all,

these are: "Steady turnover, proved products, limited space needed, and high mark-up."

Super market managers learn that the gross profit on *BH&G* books runs at least twice as high as that for the many "traffic" items they must carry, and is in fact among the highest of their "specialties." And the drug-store operators, with generally higher mark-ups to compensate for lower traffic, are made to feel that the books "belong" in their stores.

When I was in Barlass' office "Chicago" called to report selling the Cook Book to 26 suburban A&P stores—largely on the strength of the "Winners" promotion. Many units of A&P, Safeway and Kroger, among others, carry the whole *BH&G* hard-cover line. Druggists are shown results of sales tests among drug groups in Chicago, Baltimore and elsewhere. In 1956 the Rexall group (a *BH&G* book customer for 10 years) sold 15,000 of them.

Retail mark-ups range between 30 and 40%, depending on whether the books are returnable. In seven months of the current fiscal year, July through January, returns on 675,000 hard-cover books totaled only 5,000—plus 2,000 damaged books.

The paper-bound idea annuals are sold through Select Magazines, Inc., through magazine wholesalers to 50,000 newsstands. This company distributes *BH&G* itself. About 1.5 million of its 4.3 million circulation is now single-copy. (SMI also serves publications of Time, Inc., McCall Corp., Street & Smith, and Popular



Science Publishing Co. and *Reader's Digest*.)

Estimated yearly sales of the five annuals which will carry advertising are: Christmas Ideas, 575,000; Home Furnishings Ideas, 475,000; Kitchen Ideas, 250,000; Home Building 180,000, and Garden Ideas 150,000.

In its five years Christmas Ideas has averaged 460,000 annually. This is 200,000 more than the 16-year average of Home Furnishings Ideas, which stands second. Projected sales of all the books and annuals for 1957 are larger than ever . . .

Ready for More Growth

Especially since World War II, Meredith Publishing Co. has grown fast. In the last decade its gross revenue climbed 180%. ("Book" dollar volume rose 177%.) In his current annual report Fred Bohen told stockholders that, since 1947, their equity soared from \$6.9 to \$23.7 million, and book value per share from \$5.35 to \$18.12. As of last June 30 the company's working capital stood at \$17 million and net worth at \$23.4 million.

To meet tomorrow's growth, Meredith will spend \$8 million in the next three years on plant and equipment.

But all the facilities and assets depend on ability to expand soundly on what Hugh Curtis, editor of *BH&G*, calls a "100% service concept." "We're used to thinking practically. Our editors live their jobs.

"An important part of being 'practical' is in anticipating trends: For example, we carried a barbecue spread 'way back in 1943. Then in the January 1955 issue we devoted 11 pages to barbecues, with a whole menu for outdoor cooking, and a lot of photographs and facts about latest and lower-cost equipment.

"Always, we're concerned with what will be generally wanted and available at reasonable cost—and with what is proved: Under a Five Star Home Plan we erect one new house a year. When we finally okay it, we tell the readers—and guarantee their costs."

Though *Better Homes & Gardens* has long worked to streamline and simplify the processes of home-building, it refuses to join any one "school," such as prefab. On the other hand, when the editors reach conclusions, they don't put any *ifs* into them. They believe that, in "neighborly education," it pays to be frank and forthright: "We've found this the best way."

The End

ONE OF MANY REASONS WHY YOU NEED THE COURIER-EXPRESS TO SELL BUFFALO

43.3% More Coverage in 9 Neighboring Cities

There are 9 cities in Western New York's great 8-county market beyond the limits of ABC Buffalo. They are important, self-sufficient communities with major retail outlets for all lines of merchandise. Their 87,705 families must be sold for the success of merchandising programs centering in Buffalo.

The *Morning Courier-Express* has 43.3% more circulation in these 9 cities than any other Buffalo paper. The lead of the *Sunday Courier-Express*...the State's largest paper outside of Manhattan...is 136.4%. Clear proof...one reason of many...that to sell the Buffalo market completely, you need the Courier-Express.

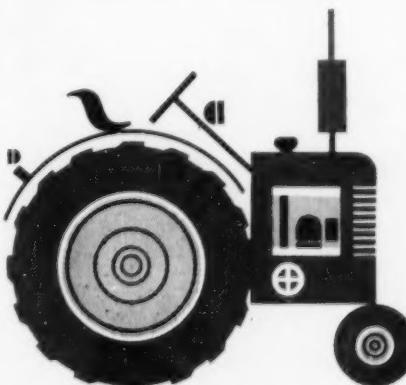
R O P COLOR available both daily and Sunday.
Member: Metro Sunday Comics and Sunday Magazine Networks

Buffalo

COURIER-EXPRESS

Representatives: SCOLARO, MEKER & SCOTT

Pacific Coast: DOYLE & HAWLEY



**Why sales
are
jumping
in
Georgia**

One good reason: your dollars at The C&S work hard, as constructive loans, to build buying power and sales. Example: last year C&S Banks financed sales of farm equipment to 3,896 Georgia farmers.

The Citizens & Southern National Bank



Broad & Marietta Sts.
Atlanta 2, Georgia
Georgia's Largest Bank
Capital Funds over \$33,000,000
Member FDIC
NEW YORK SERVICE OFFICE:
500 Fifth Ave., New York 36, N.Y.



Sales Policy Housecleaning

Rejuvenates Ailing Moto-Mower

When Detroit Harvester bought the company in 1953, it was bumbling along with a bare \$2½ million in volume, was beset with distribution and service tangles. Then came improved products, stepped up promotion, and a way to get an iron grip on its toughest problem—service.

It's May, and from the backyards of Suburbia, USA, comes the sound of lawn mowers cutting grass. And, since the War, the halting sound of the manually operated mower has been drowned out by the whirr of the power mower. For all over the country suburbanites have felt their post-war picture is simply not complete without a power mower. Seemingly, everyone with a backyard measuring 40' x 60' has jumped on the power mower wagon.

A key spot in this picture is filled by the rejuvenated Moto-Mower, granddaddy product of the power mower business.

Moto-Mower, which produced the first power driven lawn mower in 1919, had fallen on sad days limping along until it was bought in 1953 by the aggressive Detroit Harvester Co. Venerable Moto-Mower at that time had but few production models (though it manufactured low-profit, custom models used by parks and golf courses), had such skimpy annual sales (\$2½ million) that only such an organization as Detroit Harvester, which could pour money, imagination, and organization into it, would have taken a second look.

How well Detroit succeeded can be summed up in one sentence: The 1956 unit sales were 475% over 1953's—first year of the new management. 1957 will probably see a sales figure approaching 10 figures. Today Moto-Mower has 23 production models (it still makes a few of the custom jobs), produces more than 1,000 mowers a day during the peak of production, August through

MOTO-MOWER ON THE MOVE

1957
(Sales Dollars)

\$8,517,091.

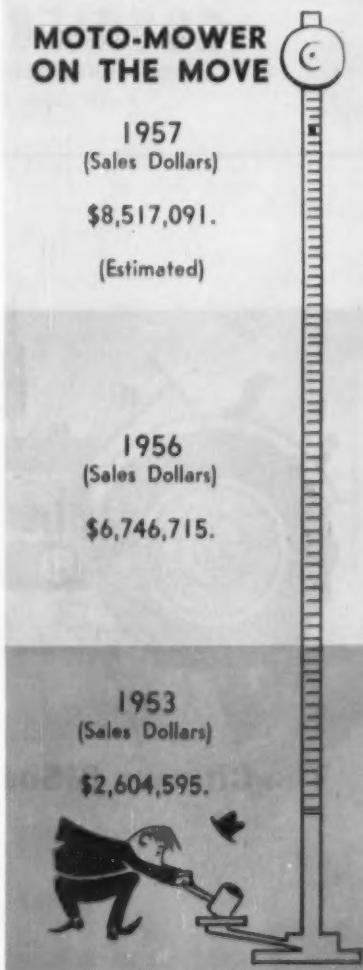
(Estimated)

1956
(Sales Dollars)

\$6,746,715.

1953
(Sales Dollars)

\$2,604,595.



May, has a huge new plant of better than 100,000 square feet and an annual payroll exceeding \$1 million.

How did it all happen?

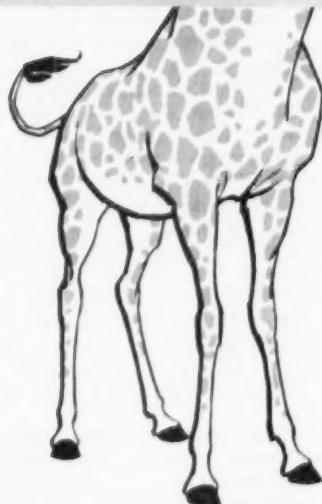
Through organization, mainly. When Detroit Harvester, which had never had a consumer product, bought out Moto-Mower and made it the sixth of its divisions, Harvester's sales were running over \$30 million a year. It looked to many outsiders as if Detroit had stubbed its toes over Moto-Mower: The product had not kept pace, from a standpoint of design, with its competitors; it was an ugly machine. The plant operated inefficiently, distribution was a catch-as-catch-can affair.

The first thing Detroit did was hire a new sales manager, Allan W. Greene, a University of Wisconsin graduate who had gone on to specialized training at Harvard, knew the field. He had managed the Service Department for Reo Motors, Inc., supervised that mower company's sales training program, and he had ideas for licking one of the industry's biggest headaches: the repair problem.

To meet the highly-competitive power mower situation several lines of action were necessary. The product had to have new appeal. Distribution had to be strengthened and backed with good promotion. The repair problem somehow had to be licked.

Despite the fact that it took a year to get the redesigned line onto dealers' floors (a color-schemed Moto-Mower, basically the same old product, flew the company's flag during the first year of new ownership),

Something new is being added and boy is it **BIG!**



A spectacular multi-purpose room — brand new, elegant and *big*! The biggest of its kind in the Pacific Northwest! Our brilliant Grand Ballroom which presents new opportunities for vastly larger gatherings, more expansive activities. Conventions, balls, banquets, exhibitions, product shows! A wide variety of purposes. Over half a block long (82 x 126 feet) and embodying every modern facility and device, including stage (18 x 38 feet) with dressing rooms. Conveniently spotted panels make lights, radio, TV, PA, telephone and closed circuit telecasts available to, or controllable from, most any part of the room.

Let your organization be among the first to use this new facility for a thrill-filled Pacific Northwest convention. We'd be happy to send you a completely descriptive and illustrated brochure if you'll say the word.



SEATTLE'S NATIONALLY NOTABLE HOTEL

Tom A. Gildersleeve, Gen. Mgr.

NEW PRODUCTS

. . . like this one, that cuts borders and edges, have played a big part in Moto-Mowers renaissance. All Moto-Mowers, even the larger models, are easily maneuvered by growing boys and women — who often must operate them.



efficient organization of sales and advertising enabled the company to more than double sales in the first year under Detroit Harvester aegis.

During that first year, Detroit Harvester started with a distinct disadvantage. It began half a season behind with an old line, and Greene sold the product not on what it was at the moment, but on what it would be in the future. The engineering department started to work immediately on a self-propelled rotary mower, got it out in six months. This mower had an automotive type transmission, the first, and still one of the very few, in the industry. Within two years, Moto-Mower had a complete line of newly designed mowers,

SERVICE . . . Tom Clay (r), service manager, points out to Melvin Quisley the locations of the new service areas that have given Moto-Mower a big sales advantage over some of its competition. Customers are able to get repairs quickly.

competitively priced, color-styled, boasting the latest advantages in self-propelling models. One new model can trim under shrubbery and over the edges of flower beds and driveways [see picture] without cutting the turf.

When Greene took over he found that selling was being done on the most casual basis, with strong emphasis on discounts. There were numerous district offices which seemed to compete with each other. One of his first moves was to have a talk with the company's sales force. They were a discouraged bunch. Greene gave each of them a chance to air his gripes before he told them what Moto-Mower had in store. When he learned from one of the company's oldest and most productive salesman, covering large areas of New England, that outlets simply stocked Moto-Mowers with no knowledge of how

to sell them or make simple repairs, Greene began sending a roving team — a salesman and a repairman — on the road in a specially painted Volkswagen bus. These factory representatives would spend a day with a local dealer, teaching him how to make attractive displays and how to repair minor mower troubles that might develop.

Another salesman's gripe was that the company was at a terrific advertising disadvantage. Greene therefore set up a cooperative campaign, the first in the company's history, in which Moto-Mower shares 50-50 local advertising expense with the dealer. Prices were made competitive. (They now range upward from \$59.50.) But no attempt to fair trade Moto-Mowers has been made. National advertising, to back up the local merchant, was expanded. One dollar per unit is set aside for this

ORGANIZATION . . . Joseph Louda (l), sales manager, was hired by Moto-Mower's general manager, Allan Greene, who came in as s.m. in '53, reorganized the company's shaky sales structure and wet-nursed the company its first year.





When is a bartender not a bartender?

Joe Biersman holds down the noon to eight shift at the Blue Star bar. Big, genial, well liked, Joe mixes drinks that satisfy the country club set, draws beer with a low collar for the locals. Hasn't missed a day on the job in years.

But don't get the idea that Joe is a bartender... Joe lives on the old Hick's place outside of town. Hadn't been farmed for years, so the bank sold it on easy terms. The house is rather run down, but it's low rent, a good place for the kids, and a cheap vacation for his relatives. Joe raises some vegetables, sells his standing hay to a neighbor, and has a lot of time for fishing... All of which, in the annals of the U.S. Census, make Joe a farmer.

Joe is a part of the farm problem which politicians deplore at election time. He has one of the 1,453,393 part-time and residential farms that earn less than \$1,200 a year; but represent 30.4% of all U.S. farms, account for

only 1.7% of farm sales, and give average farm income a black eye.

ON the other hand, there are also 1,289,653 farms in this country with sales above \$5,000 — 27% of the farms, with 78.7% of the total sales!

So if you want to sell farmers, you first have to find farmers who can buy. And nowhere will you find farm family



buying power packaged more selectively than in **SUCCESSFUL FARMING**.

This magazine is published for one type of farmer — the volume producers of corn, grains, livestock, milk, poultry,

and eggs. The average farm cash income of SF farm subscribers has been about \$10,000 a year for the past decade.

Like other people who are doing well, SF farm families are living better. They have been building new homes, remodeling and repairing at a higher rate than urban families. And they are buying new furniture and furnishings. When necessary they often drive long distances to make major purchases.

AREN'T SF families reached by other media? Of course they are, but not in the same way. Because for more than fifty years, **SUCCESSFUL FARMING** has been helping the country's best farm families earn more and live better; and has more influence with its audience than any other medium.

To find more quality customers and to balance national schedules, you need **SUCCESSFUL FARMING**. Any SF office can show you why.

MEREDITH PUBLISHING COMPANY, Des Moines...
with offices in New York, Chicago, Detroit, Philadelphia,
Cleveland, Atlanta, San Francisco, and Los Angeles.

The Grass Is Always Greener . . .

Allan W. Greene, v-p and general manager of the Moto-Mower Division, Detroit Harvester, Richmond, Ind., has been largely responsible for keeping the Moto-Mower wheels turning since that company was bought by Detroit Harvester.

Greene, a distinguished looking man, has been sales manager of Moto-Mower since November, 1953. It was his task to sell an old style power mower until Detroit Harvester could have a completely new line designed and developed. He succeeded so well that recently he was made general manager. A member of the board of directors of the Lawn Mower Institute, he's had wide experience in power lawn mower and automotive fields, in sales, servicing, engineering and purchasing.

Before the war he was with Sears, Roebuck & Co. and the Aircraft Test Division of Packard. In 1949, he went to Reo Motors, Inc., where he managed the Service Department and supervised sales training. He's a graduate of the University of Wisconsin, had additional training at Harvard.

purpose and Moto-Mower runs in such publications as *The Saturday Evening Post*, *Life*, *House Beautiful* and *Better Homes and Gardens*.

Salesmen were given specific territories for the first time. Before this, they had roamed the range, overlapped and squabbled among themselves. Now Moto-Mower has national distribution broken down into 11 areas. There are two areas in the West, three in the South, three in the Midwest and three in the East. Salesmen are trained to train, in turn, wholesaler salesmen.

Sales Go Zooming

Instead of 20,000 units, Greene aimed for 50,000—and hit 53,000. Since then sales have persistently climbed: Dollar sales in 1953 were \$2,604,595. The following year they were \$3,367,855, an increase of 29.3%. In 1955 sales took a big jump to \$5,073,758—a whopping 50.7% leap. 1956 saw a 33% increase. Which makes an increase of 227% over 1953. Estimated sales, by unit, for 1957 are 138,000. With a record like this Moto-Mower will not merely be among the first five sales leaders of the power mower field; it will be pushing the leader for No. 1 place.

Such growth in a period of just five years is remarkable. Since other power mower manufacturers have good sales team work, ad programs, fine products, it seems obvious that Moto-Mower must have some plus factor that has steadily propelled it. It has: *service and repairs*. For years the biggest bugaboo in the power mower field, plaguing maker and consumer as well, has been the difficulty and expense of getting the product fixed once it gets out of whack. If

the consumer couldn't fix it himself, or find someone who could, he had to ship it off to the factory and wait, sometimes weeks, until it came home again. Many a power mower owner has said, "Oh, nuts," and gone back to the old hand mower rather than try to cope with the troubles that eventually arise from any motor-driven piece of machinery.

Greene reasoned that if Moto-Mower could lick this one, his company would gain an enormous advantage over his competitors. So while Wally D. Ford of Detroit was busily designing a handsome new line of Moto-Mowers, Greene and his associates worked out an almost foolproof system of repairs.

Briefly, it works like this: Through a huge network of Service Centrals and distributors—there are nearly 1,500 service units strategically located in the U. S. and Canada—a Moto-Mower owner can now have his machine repaired in a short time, often a matter of hours rather than the weeks it previously took. There are four distinct levels in Moto-Mower's central type parts dis-

COMING SOON

"The Social Graces" are now part of the sales training program at Crown Cork & Seal Co. because the company feels that the "savoir faire" of etiquette has its place in building good will and sales.

SALES MANAGEMENT

tribution system: factory, central distributor, service distributor and service dealer. The whole operation is under the direction of Thomas K. Clay, service manager.

The factory supplies service parts to the central distributor only. (There are 50 Service Centrals, completely stocked with all parts.) Central service supplies service parts to service distributors and Moto-Mower dealers. The service distributor supplies them to service dealers, and Moto-Mower distributors and dealers. The service dealer supplies them to Moto-Mower dealers and owners. By this "filter-down" method, as company executives call it, the customer is assured that parts are readily available and that repairs can be effected as rapidly as possible.

... Service, It's Wonderful!

All service levels are equipped to inspect Moto-Mowers and handle all warranty and service problems for dealers and their customers. Service is available to each sales or lawn mower dealer in his own area. He, in turn, is required to handle all warranty and service problems through the authorized local service agency.

All service parts orders received by the factory are referred to the central distributors or service distributors.

Engine parts, engine service, and warranty are handled by the engine manufacturers or their local representatives. These are directly tied in with Moto-Mower's repair operations. Normally, it takes no more than three days to service any mower; often it is done in less than a day's time. The traveling Volkswagen manned by two service experts who tour the country from New York to the Dakotas ties in directly with local service problems.

Detroit Harvester never had a consumer product until it bought Moto-Mower, and strangely enough, Moto-Mower had no engineering division. Taking a lesson from its parent company, today it has 30 qualified engineers working in a newly formed engineering division.

Detroit Harvester's "gamble" has taken a secure place on the burgeoning corporation's prosperous Division list. There are now eight such Divisions or subsidiaries. Some of them (notably Paragon Aluminum Division, which can make decks for the Moto-Mowers) contribute their output to certain of the others.

And Moto-Mower, through big-company organization, is flourishing, along with the suburban grass for which it was created.

The End



Petersen Automotive Readers are...

selective!

A million men *select* Petersen
Automotive Group magazines at news-
stands each month. Newsstand sales
make up 86% of the total P.A.G.
circulation. This *selectivity* means
more sales per advertising dollar
spent in the P.A.G.

From Bennett-Chaiken Survey, 1956.

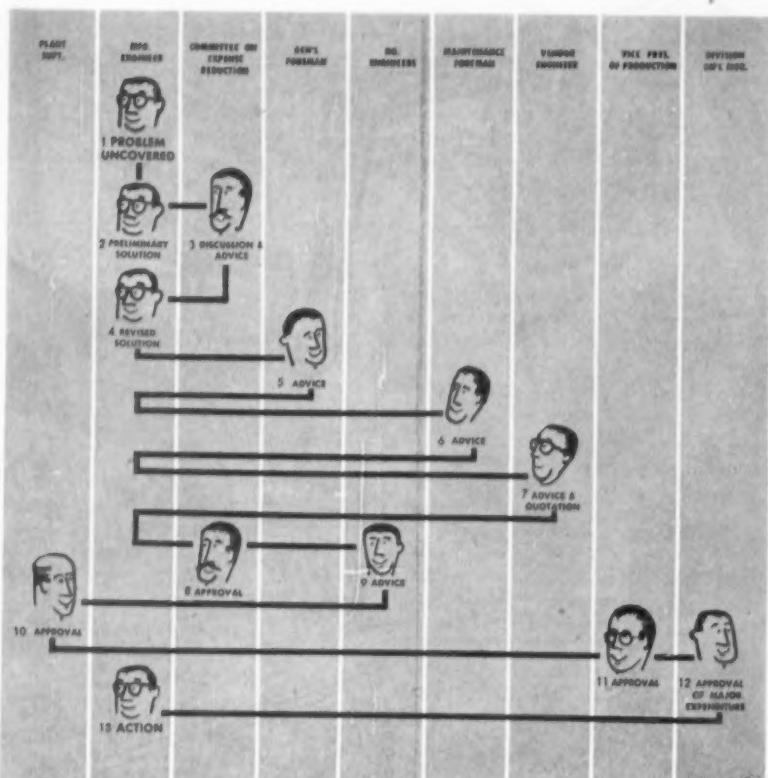


THE PETERSEN AUTOMOTIVE GROUP—1,112,278 ABC Circulation*
*World's Largest Automotive Consumer Readership (*Last six months, 1956)*

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DETROIT OFFICE: 1514 Book Bldg., Detroit 26 · WOODWARD 3-8660
NEW YORK OFFICE: 550 Fifth Avenue, New York 36 · CIRCLE 6-1365
MIDWEST OFFICE: 360 N. Michigan Ave., Chicago 1 · ANDOVER 3-6929

Plants don't buy equipment ... People solve problems!

Another "sale" from FACTORY's files



Sometime when one of your salesmen gets in an order from a manufacturing plant . . . Ask him to "run-the-film-backwards" . . . Right on back past each of the many men in the "buying act" to where *the need was born*—where the problem first raised its head . . .

Yes, just as we have done here in another actual case from FACTORY's files.

What sharper evidence that no man, no title, is your sales salvation?

Or that there is no stereotyped buying pattern?

What more eloquent invitation for you to make as many calls as you can, as often as you can, *on as many possible buying influences as you can* . . . call on the entire PLANT OPERATING GROUP.

The management men and engineers with operating responsibilities for production, plant engineering and maintenance, and direction of people.

. . . in FACTORY, the *only* businesspaper published exclusively for this group, and the one serving it better than any other.

YOUR REPRINT LIBRARY

A mail-order source for informative SALES MANAGEMENT articles selected to help you plan and perform your job.

TO ORDER write Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y., enclosing reprint number, quantity desired and remittance.

NEW REPRINTS

What's in a Sales Job Besides a Pay Check? by William C. Dorr, W. C. Dorr Associates. Reprint No. 333 Price 15c

Why You Have So Little Time to Think, by Ray Josephs. Reprint No. 334 Price 25c

How to Plan and Produce a Grade-A Sales Manual, by Hubert D. Rose, H. D. Rose & Co., Inc. Reprint No. 335 Price 35c

Are You Ready for Tomorrow? 10-year forecast of national marketing potentials and changes. Reprint No. 336 Price 25c

What Can Make People Buy in 1957? by Ernest Dichter, Institute for Motivational Research. Reprint No. 337 Price 15c

Do Your Men Say, "I Can't Plan My Schedule Changes Too Often!"? by W. C. Brown, Director of Sales, Hercules Powder Co. Reprint No. 338 Price 15c

How to Remember Names and Faces, by Dr. Bruno Furst, Director, School of Memory and Concentration. Reprint No. 339 Price 20c

Do You Have the Stomach for it, Son? by Ellis William Meyer. Reprint No. 340 Price 10c

8 Major Threats to Your Health and Working Efficiency. Reprint No. 341 Price 10c

Is Communication Failure the Weakest Link in Management? by William R. Kelly, Manager, Sales Promotion, Sinclair Refining Co. Reprint No. 342 Price 35c

HUMAN RELATIONS

How to Help Your Husband Be More Successful, by Jack Wichert, National Advertising Sales Promotion Manager, Schmidt Lithograph Co. An article for wives. Reprint No. 312 Price 10c

The Fourth Dimension in Management, by G. C. Denebrink, Vice-President for Sales, C. H. Masland & Sons. It is Motivation. Reprint No. 331 Price 10c

FACTORY
MANAGEMENT AND MAINTENANCE

*Edited Exclusively
for the PLANT
OPERATING GROUP*

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330 W. 42nd St., New York 36

13 Ways an Executive's Wife Can Help Her Husband Succeed.
Reprint No. 509 Price 5c

The Wife of a Salesman, by Sally Richardson.
Reprint No. 510 Price 5c

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Leadership: What Makes It? by Dr. James F. Bender, Director, The National Institute for Human Relations.
Reprint No. 181 Price 25c

17 Tested Ways to Improve Manpower Leadership, by Burton Bigelow, Burton Bigelow Organization.
Reprint No. 251 Price 75c

Instinctively, Are You a Good Leader? by J. H. McQuaig, J. H. McQuaig & Co.
Reprint No. 286 Price 5c

Leadership: The Priceless Ingredient in Corporate Vitality, by H. W. Prentiss, Jr., Chairman of the Board, Armstrong Cork Co.
Reprint No. 318 Price 50c

MANAGEMENT MANPOWER

12 Questions about the Forgotten Man in Sales: The Supervisor, by L. J. Warren, Vice-President and General Sales Manager, Murphy Products Co.
Reprint No. 256 Price 10c

What It Takes to Be a Manager, by John M. Fox, President, Minute Maid Corp.
Reprint No. 326 Price 50c

"Where Successful Sales Management Begins . . ." by J. A. McLain, Vice-President for Sales, Ray-O-Vac Co.
Reprint No. 511 Price 5c

Norge, "Awakened Giant," Triples Sales in Two Years.
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The One Man in Twenty.
Kimberly-Clark Corp.—Cellucotton Division's "whole man" concept builds a blue-ribbon sales force.
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MARKETS

What 2,000 Industrial Buyers Told Us About How They Purchase.
Reprint No. 202 Price 5c

How to Find, Influence, Sell People Who Buy O.E.M., by Ernst E. Wachsmuth, Ernst Wachsmuth & Co.
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"Newmarket, U.S.A.": Where the Prospects Are Hot and Business is Booming, by Dyne Englen—Konon, Englen & Noone.
Reprint No. 515 Price 10c

Jim Hunt of Coral Ridge Sparks "Fastest-Growing Market."
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Sales Management's Survey of Buying Power, Canadian Edition.
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Sales Management's Survey of Industrial Buying Power.
Reprint No. 542 Price \$1.00

Will doing your job better make your job better?

Then you'd better learn about Perrygraf Slide-Charts. Send for FREE "how-to" kit today!

If your company has a sales problem...you have an opportunity. The opportunity to help your company and help yourself...with an efficient, tested tool—designed and produced without technical drudgery by you!

Perrygraf Slide-Charts are used by leading companies, large and small. Among the sales missions they accomplish are:

- Get more qualified inquiries...to build cream prospect lists
- Make salesmen more productive
- Give salesmen a useful "door opener" and "conversation piece"
- Inject your product for consideration at the buying moment
- Add related items to orders
- Make your sales story easy to grasp and remember
- Funnel demand to standard sizes and styles
- Keep the product sold

When you produce results like this for your company, you're *doing* your job better. And that should make your job better.

**FREE Idea Starter Kit! Mail the Coupon Today...
Get Your How-To Kit by Return Mail!**

Perrygraf Corp., Dept. S-57
150 S. Barrington Avenue, Los Angeles 49, Calif.

Please send me your free Idea Starter Kit—with actual samples of Perrygraf Slide-Charts as used in my industry.

NAME TITLE

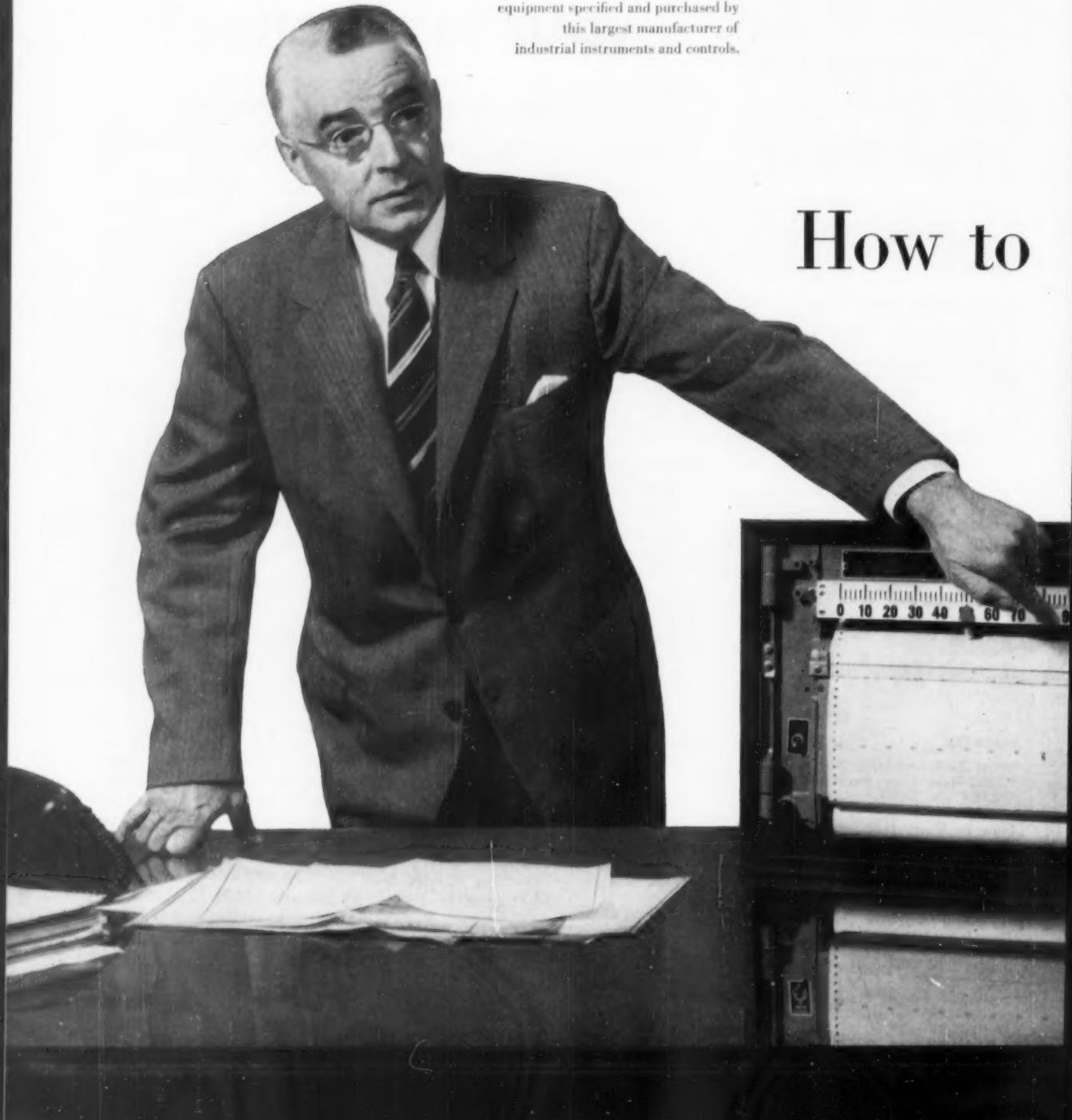
COMPANY

ADDRESS

CITY & ZONE STATE



In addition to his responsibilities for the design drafting of Brown indicators, recorders, and electric and pneumatic control instruments, Mr. Karl Maier devotes much time to the development of increased standardization in the original equipment specified and purchased by this largest manufacturer of industrial instruments and controls.



How to

*“In our constant efforts to conserve design engineering time,
we are acutely aware of the major contributions an immediately available
and convenient catalog file can make.*

*“In the selection of materials, components, and other original equipment, we use
Sweet's Product Design File constantly. We find it most helpful and
convenient, and a great time-saver. Its value will be even greater as an increasing
number of manufacturers distribute their catalogs in this easy-to-use, time-saving way.”*

Karl L. Maier, Chief Draftsman
Brown Instrument Division, Minneapolis-Honeywell Regulator Co.
Philadelphia, Pennsylvania

conserve engineering time...

Thank You, Mr. Maier. You have expressed what thousands of design engineers think about prefiled manufacturers' catalogs as the best answer to faster selection of materials and component parts.

In a study by the Recording and Statistical Corporation, for example, design engineers by a decisive majority said they prefer the PRODUCT DESIGN FILE to every other product-information source.

They express this preference because nowhere else can they find such an abundance of product information conveniently at hand the instant they need it. The 1957 PRODUCT DESIGN FILE's two vol-

umes bring design engineers the catalogs of 237 manufacturers in the most useful way they can be provided: filed **before** distribution, bound together, classified by type of product to make comparison easy, indexed three ways for maximum convenience.

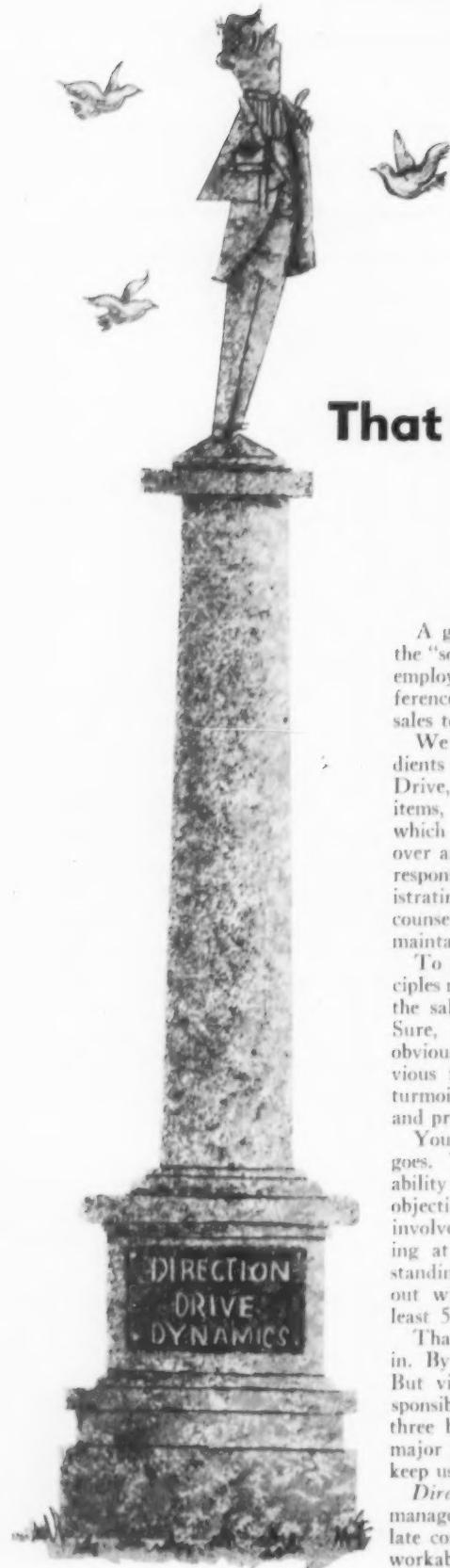
Many catalogs for the 1958 PRODUCT DESIGN FILE are already in design and production. **Will yours be included?** Let a Sweet's catalog specialist tell you of the marketing advantages gained by 1,740 manufacturers who employ Sweet's to prefile and distribute their catalogs. Convince yourself of their value by arranging an early appointment with him.



SWEET'S CATALOG SERVICE

Division—F. W. Dodge Corporation
119 West 40th Street, New York 18.

*Designers, producers and distributors of manufacturers' market-specialized
catalogs for the industrial and construction markets.*
Over 53,000,000 catalog copies distributed for 1,740 companies in 1957.



That Key "Extra" in Leadership

By H. M. POOLE, JR.
Vice-President, Johnson & Johnson

A good sales manager knows that the "something extra" he puts into his employe relations makes all the difference between a sales goal and a sales total.

We like to call these extra ingredients the "Three D's: Direction, Drive, Dynamics." They are plus items, if you want to call them that, which must be added to our efforts over and beyond the basic managerial responsibilities of planning, administrating, training, exemplifying and counseling if we are to gain and maintain our sales objectives.

To put it simply, these three principles mean working *with* and *through* the sales force rather than *at* them. Sure, the principles are simple and obvious. But all too often, these obvious facts get shunted aside in the turmoil of more immediate objectives and problems.

You don't have to be told how it goes. We all pride ourselves on the ability to see and keep our over-all objectives in mind. But we get so involved and bogged down with working at working that all the understanding and objectivity we started out with gets lost—and with it at least 50% of our effectiveness.

That's where the three D's come in. By themselves, they're just words. But viewed in the light of our responsibilities as sales managers, they're three big *action* words — the three major ingredients we need to put and keep us on top in our complex jobs.

Direction I like to interpret as management's responsibility to translate company policy and plans into a workable sales program. But that

doesn't mean the directing should be done as if you were a Caesar or office despot. The true directing comes when we carry out that workable sales program with our salesmen with understanding, clarity and discipline, thereby raising the sales program to the level we've set for it.

Drive I visualize as more than just the responsibility for an individual's personal drive to sell—more than the motivation of each salesman. Let's consider it rather more of a joint effort: the combined sales drive of management and the sales force. This takes some doing, I know. But think how important it is to your salesmen to have the continual assurance that we are as enthusiastic, as conscientious in our support of their effort as they are in the execution of that effort. Such realization makes for smooth transfer of that energy from us to them—builds the kind of sales drive that competition, try as it may, can't stop.

Dynamics is essentially experience, practical business experience. But to project that experience effectively we have to combine the dynamics of *our* experience with our appreciation for the dynamics of the salesmen involved in carrying out the plans. Here again it is a *fusion* of forces at work, not a partitioning. And it is this fusion that adds vitality to our function as well as the salesman's.

Let's return to *Direction*, the first of the Three D's, for a moment and consider why true managerial direction has to be a fine blend of understanding, clarity and discipline. A logical question to ask right about



Do you know what your prospects "know" about your product?

What they think they know is more important than what you know.

If all your prospects knew as much as you do about your product, selling would be a snap.

But they have their own ideas about it, and right or wrong, what they "know" becomes pretty important to you when they come into the market and have to decide whether to buy from you or from one of your competitors.

One of the accepted functions of good industrial advertising is to give prospects a better understanding of a product — your product, its features and its benefits.

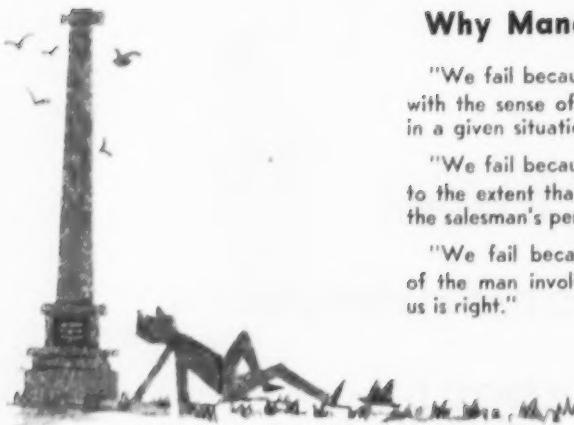
The first step in building this kind of advertising is to find out, from prospects themselves, what they "know" (that is, what they think they know) about your product.

That's where we come in. Our trained investigators are prepared to talk to your business prospects in the field, to listen carefully as they talk freely about your products and those of your competitors. These investigators don't argue; they don't sell; they just ask questions and listen, and they find out what your prospects think...and why they think it.

Then we can prepare advertising to correct misconceptions — to help more of your prospects get to *know* what you *know* about your products.

THE SCHUYLER HOPPER COMPANY
12 East 41st Street, New York 17, N. Y.

"Customer research" is a tool of our main business, which is to create advertisements, sales aids, handbooks and other literature that help our clients sell by helping their prospects buy.



Why Managers May Fail Their Men

"We fail because we don't blend our direction policywise with the sense of direction the salesman feels he must take in a given situation."

"We fail because we do not limit our personal sales drive to the extent that it will stimulate, rather than overshadow, the salesman's personal drive."

"We fail because we often don't harness the dynamics of the man involved into the channels our experience tells us is right."

—H. M. Poole, Jr.
Vice-President in Charge of
General Line Sales
Johnson & Johnson

"Extra" in Leadership (continued)

here, I suppose, is why do we need to pay such strict attention to understanding the salesman? Is he to be wrapped tenderly in cotton batting and protected from life's rude shocks?

Certainly not! But it must be realized that if we are going to motivate him with *direction* and *drive*, if we are going to stimulate the *dynamics* of his thinking and sales ability, we must know exactly how to reach him. In other words, we must understand his basic wants and needs; then, by filling these needs, we'll be applying the vital "two-way street" attitude so necessary to good sales force relations, as exemplified in the Three D's.

We must also take pains with the clarity of our assignments. Helping our men define their targets clearly, making certain our day-to-day directives are concise, readable and understandable will eliminate any doubt in their minds as to where we're going . . . what our direction is.

And, of course, the discipline of both our salesmen and ourselves must not be that of the martinet or the Caesar, but that of firm requirements, realistic standards and, above all, confidence in ourselves.

Experience tells us that a sales manager's success is based primarily on understanding his men. No sales manager can plan, administer, train, exemplify, counsel, stimulate or motivate in a vacuum. He has to know his men and study their problems to be successful. And, just as certainly, the sales manager who overloads his men, who *competes*, who tries to mold them to his own pattern or tries to shackle them with his personal techniques, is one that is far from successful. And I'm not talking about success in popularity contests—I'm talking about sales.

For the sake of argument, let's suppose we possess all of these fine qualifications. Why is it, then, that we still fail at times to live up to our responsibilities?

We fail because we don't blend our *direction*, policywise, with the sense of direction the salesman feels he must take in a given situation.

We fail because we do not limit our personal sales *drive* to the extent that it will stimulate, rather than

overshadow, the salesman's personal drive.

We fail because we often don't harness the *dynamics* of the salesmen involved into the channels our experience tells us is right.

All this, of course, is easier to say than do. At Johnson & Johnson, we are fortunate to have a sales management creed that serves as a reminder in this area, and helps to keep us on the right track in projecting our experiences to the salesmen in the field. [See box.] Implied in this creed is the fact that we know our salesmen's wants and needs.

Otherwise, how could we expect to train, supervise, counsel, build and promote our salesmen? How else could we apply the stabilizing influence of *Direction*, *Drive* and *Dynamics* throughout all the peaks and valleys of our short-and-long-range objectives?

As sales managers, we must all be well schooled in interpreting our salesmen's wants and needs. Only in this way will we be able to utilize the Three D's as management tools and, in so doing, be assured of a more productive sales force.

Here a logical question would be, Just what are a salesman's wants and needs? Because I have been and am a salesman, I'll try to explain:

While each salesman should be judged individually as a separate and distinct personality, basically all salesmen have certain wants and desires in common. They all need personal recognition, a challenge, and opportunity to progress.

A salesman wants to gain many things: popularity, improved appearance, praise, self-confidence, security in old age, pride of accomplishment and advancement. He wants to be many things: a good parent, influential, skilled in his work, sociable, abreast of the times. He wants to do certain things: express his personality, satisfy his curiosity, win affection,



The Quick Success

By the time H. M. Poole, Jr., was 35 in 1953 he was national manager of general line sales for Johnson & Johnson. By 1954—a year later—he was named vice-president in charge of general line sales. He's also a member of the firm's management board.

Dick Poole was born in Galveston, educated in Iowa and attended the University of Washington. He helped pay his college expenses by working as a room clerk. For two years after college he continued in hotel work. He joined J & J in '41.



Henry Rosenfeld, President of Henry Rosenfeld, Inc., asks:

"Which model has the most dates?"

"One of these models has kept only one date — the other, over 50,000!"

"On the left is the one-date model — the original, hand-made, custom-designed 'Henry Rosenfeld dress #5026.' Its only date was our Spring showing.

"On the right is a copy. The dress caught on, became a 'hot number' and we had to deliver it — fast! Thousands of copies were shipped to hundreds of stores — without missing one date — thanks to Air Express.

"Buyers all over the country, knowing how much we ship

via Air Express, planned their promotional programs and sales with no fear of a hitch.

"Using Air Express, we regularly meet the fierce competition of the fashion business. And we save money doing it!

"For example, a typical 15-lb. shipment from New York to Richmond, Va., costs \$3.23 with Air Express — \$3.82 less than any other complete air service.

"What's more, Air Express uses radio-controlled trucks to rush our shipments to and from airports — and, whenever necessary, a private teletype system to trace shipments instantly."



Air Express



30 YEARS OF GETTING THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY

LATEST figures for the

TROY

N. Y. ABC CITY ZONE

TOTAL RETAIL SALES: \$155,245,000

BUYING INCOME: \$218,379,000

POPULATION: 130,100

CIRCULATION: 48,088

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.

Sales Management Creed

To seek and attract to our organization the highest type of young men who have the qualities required for a Johnson & Johnson career.

To remember that an inadequate or misplaced man is under an unnecessary handicap.

To properly and adequately train every new man, remembering that the training period is the crucial time for the newcomer.

To give friendly, intelligent, and competent supervision to all men, pointing out opportunities not grasped, errors made, achievements, and praiseworthy successes.

To give all men the best counsel that we have out of our knowledge and experience.

To remember at all times that the Creed of Johnson & Johnson management is to select, build, and promote men.

JOHNSON & JOHNSON

imitate the famous, improve himself, work at the job he's best fitted for. And, finally, he wants to *save* himself: discomfort, worry, doubts, risks, personal embarrassment, work, time and money.

These are his wants: He wants to gain, he wants to be, he wants to do, he wants to save. And a really sincere interest in helping our salesmen in fulfilling these wants will pay off. It's getting results through others. It's that attitude of giving — of leading when carried through every detail of our work — that can make for progress and growth.

So there it is — a simple matter of human relations, really. But then, of course, human relations are never that simple. We all can stand a few reminders daily.

That's actually the purpose of the Three D's. They're ours to use. For remembering the basic wants and needs of our salesmen, we can temper the specifics with real understanding; we can smooth out trouble areas with a projection of our experience, and knowledge of that individual's basic problems; we can motivate and inspire by giving real help rather than a superficial pat on the back.

This is real *direction* — a direction to give with understanding, real clarity and discipline based on knowledge. This is true *drive* — sharing the responsibility. If we fail to capitalize on these opportunities in today's rich economy, then we have no business being in sales management. This can be a really *dynamic* team — management and sales together. **The End**



What would you do if you'd just read the May Ladies' Home Journal?

It may be hard for you to visualize yourself in any of these situations. But it's easy as pie — literally — for a woman! It's as we've always said: men and women are different. Women have a world of their own — a wide and wonderful one, really different from yours!

Because Ladies' Home Journal understands this, and edits specifically to women, more women buy and read the Journal than any other magazine on earth. For the first four months of 1957, Journal circulation averaged 5,480,000 (up nearly a half-million — an all-time high!).

And the Journal continues to offer advertisers the biggest circulation bonus in its field — 500,000 to 750,000 per issue!

*Women have a world of their own . . .
and a magazine of their own . . .*

*Ladies'
Home* **JOURNAL**
A CURTIS PUBLICATION
. . . the world's largest women's magazine

Good Selling

Is Good Communications

By WILLIAM J. TOBIN

I was amused the other day to see where some gag-minded executive was adapting Egyptian hieroglyphics to write messages to his friends. The story got me thinking about communications between people and how important it is in selling and how tough it is sometimes to get through to some people in plain English.

Good selling is good communications. But what is communication? The definitions say it is the conveying of a message from one person to another. It may be spoken, written, shown by pictures or conveyed by emotion—as actors often do on the stage without speaking a word.

Communication in selling, of course, has three purposes: (1) To evoke a favorable response from the prospect; (2) to bring about a favorable buying action; (3) to win his permanent trust and confidence. We accomplish one or another of these to some degree on every call. But what can we do to improve our methods of communication?

Let's agree that there are certain surface techniques we should become expert in since these are the things our customer sees and hears. I mean a ready, warm smile; unhurried friendly speech that contains no pressure; neat, businesslike appearance; an air of self-respect that reflects what you think of your job.

Even more important are the hidden things—your feelings, beliefs and attitudes toward life and toward people. I long ago found that *understanding is the cornerstone of good*

communications; understanding, first, of my customer, then of myself.

Customers are people. When you walk into a buyer's office you meet an individual who, like everybody else,

. . . needs to feel important and appreciated.

. . . needs the approval of others to support his self-approval.

. . . feels that his position is nearly always right, and defends himself under pressure or coercion.

. . . doesn't always understand what you say or mean.

. . . sometimes conceals his real intentions under his words.

. . . fundamentally welcomes contact, needs help and will listen.

If you grant these facts and make them the basis for your thinking and planning, you have taken the first step toward better communications. How you use them will depend on:

Your attitude toward selling. And that attitude, according to the successful "old pros" in every form of selling, must be this for maximum results: *You believe with deep conviction that every customer you call on can benefit in some way from buying your product.* With this attitude and your recognition of the buyer as a human being, selling ceases to be a series of pitched battles and becomes an opportunity for mutual service in the interest of good business. You can see how easily good communications can flow from this concept. In these ways, for example:



— since you will melt resistance rather than beat it down, you will find a great increase in your powers of persuasion.

— recognizing that misunderstandings are inevitable in selling, you will create an atmosphere of confidence that will invite questions, both your own and your prospect's.

— you will control your natural desire to dominate the interview and show up your prospect's weaknesses sharply. Instead, you will guide the interview so that he discovers the weaknesses himself.

— you will constantly remember that any buyer is on the defensive until you convince him that your aims are identical—finding ways to benefit him in his job and hence in his esteem.

What happens? You develop better communications with your customers, you understand your sales problems and what you have to do to overcome them, you sell more effectively. You also accomplish the three basic aims — evoke a favorable response from customers, bring about a favorable buying action oftener, and develop permanent customer relations on a basis of trust and confidence.

Very few people are naturally expert at this type of human relations, but like any other skill it can be learned and improved amazingly by practice. And it automatically pays off in greater sales and greater happiness on the job.

(see page 64)

New "Market Basket" to boost your Oklahoma food sales!



Take a look into The Daily Oklahoman's new "Market Basket." It's a complete Food Guide, published each Friday morning containing current food news, features, and menu planning aids in one separate, complete, standard size section, devoted exclusively to foods.

Filled with easy-to-read food articles and appetizing photos—many in full color—the Friday Food Guide is designed to capture

the concentrated attention of Oklahoma homemakers and help them in their job of meal planning and food shopping.

To insure that your product is on the shopping lists and in the food baskets of more Oklahoma homemakers, advertise regularly in the Friday Food Guide of The Daily Oklahoman and in the food pages of the Oklahoma City Times.

Oklahoma's Greatest Media
In Circulation, In Prestige,
And in Buying Influence

**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

Published by
The Oklahoma Publishing Co.
Represented by The Katz Agency

FREE!



YOUR COMPLETE LETTERHEAD IMPRINTED ON FINE

Quality
PENCILS

burlon rodgers
technical training aids

Use this quality pencil imprinted with the new "Spectro-Print" process for distribution to customers, at conventions, etc. Leave a *lasting* impression after sales calls. When you repeat your letterhead on your advertising pencils you create a *double* impact. Send coupon for free sample and details of this amazing process.

SPECIAL 25¢
SELF-LIQUIDATING
PREMIUM OFFER!
Write for details
on your letterhead

CINCINNATI PENCIL CO.
Nitro, West Virginia

Details on letterhead pencil
Details on premium pencils

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

ESTABLISHED SPECIALTY SALESMEN: A few choice U.S. Territories available. Write for information.

Good Selling Is Good Communications



How to Listen and Talk to Customers

The stakes are more sales, more customers sold the first time; fewer callbacks, fewer lost sales when you:

- Try to understand the words you hear the way they are intended to be understood.
- Recognize the variety of tasks that certain words must perform. "Cat" means "lion" to a big-game hunter, "kitten" to a child, "weapon of punishment" for a user of whips. Find out what the customer means.
- Reach for a clearer understanding of what is being said by looking at words, thoughts, objections from the customer's point of view.
- Make it a habit to restate accurately in your own mind, or repeat if necessary in your own words, the ideas and feelings of the customer speaking.
- Try to avoid misunderstanding by being specific, by spelling out what you mean in concrete terms. Stay away from words that are vague in meaning and subject to broad interpretation.
- Look at the context of what the customer is saying—the background of the discussion; unexpressed but obvious thoughts and feelings. Search for the meaning of his words and what's behind them.
- Remember how the customer says things because how he says them frequently tells more than what he says.
- Occasionally talk just for the sake of talking—to keep communications channels open, maintain rapport, establish areas of agreement.
- Consider the customer's actions—they often impart a meaning for beyond what his words spell out. The feeling in his voice, his facial expressions, the use he makes of his hands speak louder than words at times.
- Strive to determine the factors on which the information you are receiving is based—experience, direct observation, somebody else's opinions.
- Look for the assumptions in the customer's talk. Recognizing them will help you see the facts more clearly. Does what he says indicate he assumes the price is out of line? Spot this sales obstacle early and the selling job is easier.
- Watch for opinions. Although there's nothing wrong with customers' having them, they complicate your listening and foul up your sales presentation if you accept them as facts.
- Listen past the no's, the turndowns, the stalls—for their real meaning and the true feeling behind the words.
- Last, encourage the buyer to talk. Few lasting sales relations ever take place where the customer isn't given the opportunity to say his piece.



Sell-out Performance... in plastic containers made of Styron

It's a fast-moving performance, too, when ice cream puts on its own show of flavor appeal... in sleek plastic containers made of Styron® (Dow polystyrene).

This is modern packaging, designed to combine eye-appeal with complete protection... to create impulse sales and speed turnover. And cross-country sales prove over and over again that ice cream and hundreds of other products... from foods to pharmaceuticals, hardware, tools, cosmetics... get a new lease on sales when they go to market in Styron. Consumers

like what they see in these sparkling plastic containers. Shapes, sizes and colors are unlimited in Styron plastic containers. Hundreds of standard shapes and sizes are readily available. Or they can be custom molded for specific products.

If you're casting for a sell-out performance, write today for the free 48-page Catalog of Packages. It's loaded with star performers! THE DOW CHEMICAL COMPANY, Midland, Michigan, Plastics Sales Dept. PL1500G.

Packaging Service PL1500G
THE DOW CHEMICAL COMPANY
 Midland, Michigan

Please send me the Catalog of Packages.

Product to be packaged _____

NAME _____	TITLE _____
FIRM NAME _____	ADDRESS _____
CITY _____	ZONE _____ STATE _____

YOU CAN DEPEND ON



3 reasons why Syracuse belongs on your "A" list

A BIG MARKET ...

The 15-county market covered by the Syracuse Newspapers has a population of 1,392,300 with annual buying power of \$2 billion.

A QUALITY MARKET ...

Syracuse is ranked America's best test market by Sellers Research Inc., after an audit of 503 test campaigns by national advertisers.

ECONOMICAL COVERAGE ...

Media selection is a cinch. The Syracuse Newspapers deliver 100% coverage of the metropolitan area — effective circulation in 14 surrounding counties. No other combination of media in the market can do a comparable job at comparable cost.

FULL COLOR AVAILABLE — DAILY AND SUNDAY

Represented Nationally by
MOLONEY, REGAN & SCHMITT

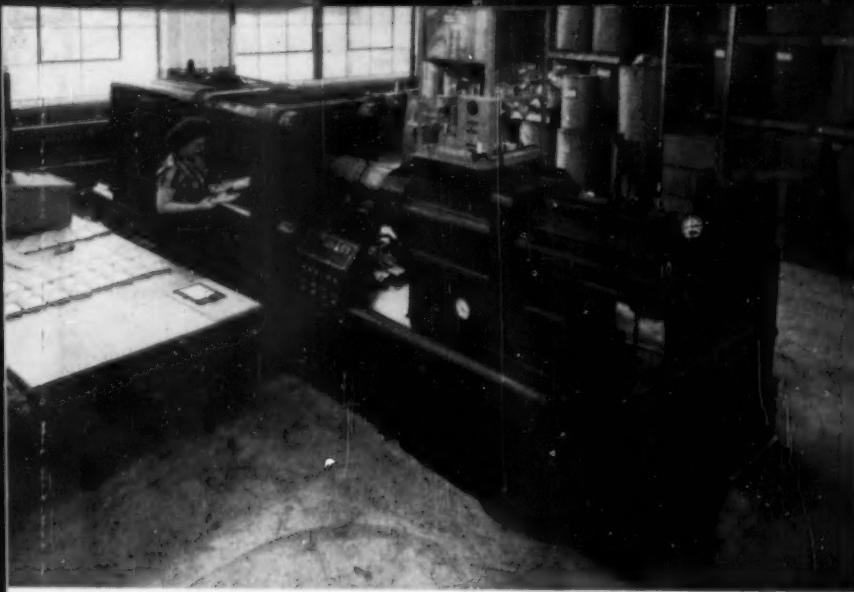
*America's Best
Test Market*

the SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

THE POST-STANDARD
Morning & Sunday

CIRCULATION: Combined Daily 233,150 Sunday Herald-American 221,744 Sunday Post-Standard 105,245



THE PRODUCT WAS GOOD, but sales management needed a going over before sales picked up on this moderately expensive Reed-Prentice plastics molding machine.

Volume Doubles in Two Years After Sales Shakeup at Reed-Prentice

This 120-year-old firm making plastic molding machines with price tags of \$20,000 to \$50,000 is rapidly regaining its lost position in the tool industry as a result of a new management program which involved:

- Research to define the market.
- Separation of sales and service.
- Elimination of manufacturers' representatives.
- A new sales control setup.
- A new sales training plan.

By **CHARLES B. ALLING, JR.**
President, Hile-Damroth, Inc.

The name was old and respected, but there were many signs that corporate hardening of the arteries was setting in.

That was the situation at Reed-Prentice Corp. when Package Machinery Co. bought the firm in 1954. It looked as though a complete rebuilding job was needed—and it was. This is the story of what happened.

For 120 years Worcester, Mass., has seen the name Reed—alone or in combination—over a factory door in its industrial area. Since 1837,

without interruption, machine tools of superior workmanship and reputation have been shipped world-wide. (One cherished order in the files is from the first Henry Ford and calls for production lathes needed in tooling up to make the Model "T" flivver. Equally cherished is a 1956 requisition from the present Ford Motor Co., ordering 20 copies of a new heavy production lathe bearing the Reed-Matic label.)

But the machine tool industry fell on some evil days after the last war and, in an effort to diversify, something new was added at Reed-Prentice—a plastic injection molding ma-

chine designed to serve the manufacturing needs of a booming new industry. Next time you buy a bathtub soap-holder, a kitchen measuring cup or any of a hundred other colorful plastic items, you can be fairly sure it was formed in a Reed-Prentice or other molding machine, costing from \$20,000 to \$50,000.

The Reed-Prentice new models went on the market in 1954 and immediately proved themselves. But resources were lacking to promote their sale and at the same time to see the venerable machine tool business through the heavy weather. When, in 1954, Package Machinery Co. purchased Reed-Prentice Corp., this is what they found:

. . . an old and trusted name, but one which was rapidly becoming tarnished because, for 20 years, the company had failed to keep up with advances in its own industry, challenging new markets and the changed needs of its own customers. Its traditional leadership had begun to pass to several live-wire competitors.

. . . performance weaknesses in the current machine tool line which put the company at a competitive disadvantage.

. . . unsatisfactory service policies involving poor parts distribution, too much customer "down time" for repairs and too long a break-in period before the "bugs" were out of a new installation.



Meet Mr. Kelly

J. Joseph Kelly, vice-president in charge of sales for Reed-Prentice Corp., Worcester, Mass., and a director of the company, has been in his present position since December, 1955. He was field sales manager for Package Machinery Co. when that firm acquired Reed-Prentice in October, 1954 and was named Reed-Prentice's general sales manager shortly thereafter.

After graduating from Amherst College in 1941, Kelly served in the Navy where he rose to the rank of Lieutenant Senior Grade. Upon being discharged in 1945, he joined Package Machinery Co. as a sales engineer. He worked in the company's Cleveland, New York and Boston sales offices before his promotion to field sales manager in 1951.

Kelly has taken graduate courses at the Wharton School, Harvard Business School and Rutgers University where he is a charter member of the Graduate School of Sales Management and Marketing.

. . . and finally, a manpower and sales situation entirely inadequate to cope with demands of present-day selling.

In short, Reed-Prentice Corp. needed a complete rebuilding job. The man assigned to do it was energetic J. Joseph Kelly, sales manager of Package Machinery Co., who was transferred to Reed-Prentice as vice-president in charge of sales. Chiefly concerned with developing nationwide sales for the plastic molding machines, he found them beginning to suffer from the same ailments that plagued the older machine tool division. For example, from 1952 until the time Kelly took over in early 1955, Reed-Prentice sales steadily lost ground compared with all industry sales, and customer complaints sounded disturbingly familiar.

Kelly looked over the sales equipment he had inherited with which to start his rebuilding job. It was not encouraging, as these facts will show:

Manpower: Eight sales-service engineers were attempting to cover the plastic manufacturers in the eastern section of the country. Manufacturers' representatives were the outlets in the Middle West, on the Pacific Coast and in the Southwest. But the principal handicap was that the engineers were handling both sales and service, with the result that customer demands slowed down solicitation of new business.

The Market: Nobody knew how many plastic manufacturers there were in the country, nor where they were located. With vast expansion of use of plastics, new plants were springing up faster than handicapped Reed-Prentice salesmen could keep track of

them. This made it more difficult to establish a sound sales policy since it was impossible to set sales quotas that had any relation to the true potential.

The Sales Force: Kelly's overburdened group was comprised of superior engineers, but they were not salesmen in the sense that they were able to apply basic sales techniques toward getting orders. They were expert in the features and operation of molding machines, but had never been trained to translate those facts into profits and other benefits to a customer's business. Mechanical objections and discussions were expert, but the skill faded before competitive claims and lower prices. Basic sales training was a "must" if the downward trend in orders was to be reversed.

About this time, early in 1954, one of those trivial coincidences bobbed up, which so often have importance later. While investigating the New England market, Kelly attended a luncheon meeting of the Springfield, Mass., Sales Executive Club. It happened that I was giving the principal address and Joe recognized an old acquaintance he used to call on at the Wamsutta Mills Boston office. After the meeting, he came up to renew old times and discuss present problems in general terms. He was to remember that meeting later.

The program for rebuilding Reed-Prentice sales power in the molding machine field took off in four directions at once—each representing a demand for basic sales management:

1. Authoritative market research on the number and location of resin manufacturers—prospects for mold-

ing machines. (It turned out that there were over 700 in 1954. By the end of 1956, the number exceeded 1,100, and the end was not yet in sight.)

2. Complete overhauling of the selling organization to more effectively cover the market. Over the two-year period sales doubled and these changes were gradually made:

- Sales engineers were relieved of service work and their number increased from 8 to 13, through a careful recruiting and training program.

- Service engineers were increased from 4 to 8 and did service work exclusively. The majority of the new men came from the construction engineers inside the company.

- Manufacturers' representatives were eliminated as sales outlets. Top company men were stationed in the Mid West, Southwest and on the Pacific Coast.

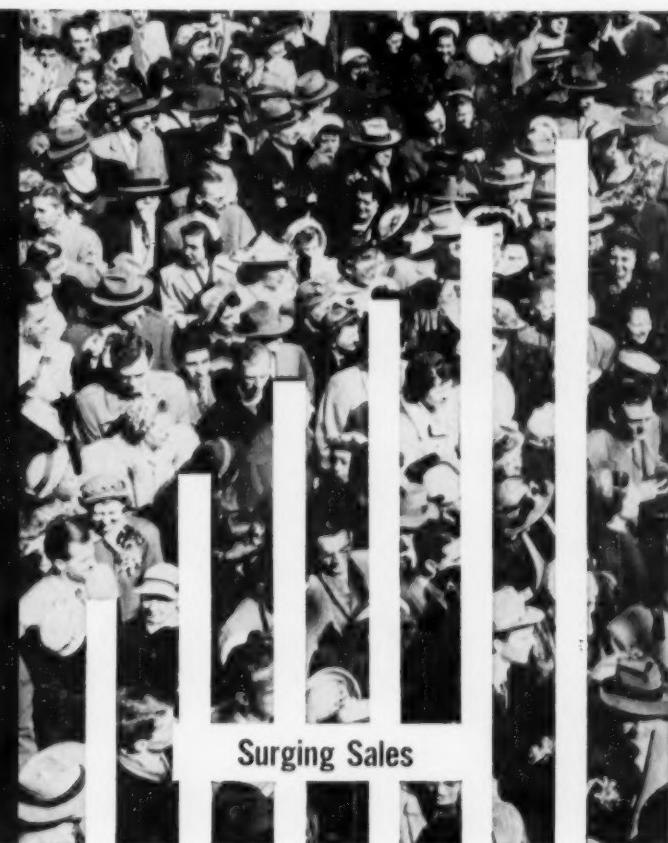
3. Evolution of a simple, fundamental sales plan around which the complete marketing effort could be built. Kelly explains: "What I was looking for was a new approach to selling capital goods. It must be one in which knowledge, planning and execution could be carried out by each salesman and one that would lend itself to fast supervision and control from headquarters. The program we finally decided on evolved naturally out of the market conditions.

"Although plastic molding machines had been on the market for several years, they were still in a state of development. Use of new materials and processes created demands

To sell more where more is sold ... it's FIRST 3 FIRST!



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Surging Sales

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average markets, which account for 18% of total U. S. Retail Sales, there is no substitute for FIRST 3 MARKETS' high-tide 62% COVERAGE of all families.

In addition, busy cash registers in the six states adjacent to the 3 markets ring up 30¢ out of every U. S. Retail Sales \$1.00. FIRST 3 MARKETS GROUP concentrates 84% of its circulation within these 6 states to deliver 47% coverage of all families.

To make your advertising sell *more* where *more* is sold . . . it's FIRST 3 FIRST.

The group with the Sunday Punch



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New York Sunday News Colorado Magazine

Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

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San Francisco 4, Calif., 155 Montgomery Street, Garfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard,unkirk 5-3557

that existing machines had trouble in meeting. We now had three new Reed-Prentice models in several sizes that seemed to solve the problems. The machines had ruggedness, greater speed and extra molding capacity, and embodied several new principles of operation. There were other technical improvements. But as a salesman, I was interested chiefly in the fact that, with these machines, customers could produce more, under better control, in less time—and thereby make more money.

"With that in mind, the sales plan wrote itself: *to replace every molding*

machine now in service—including our own—with one of these newer, more efficient and more profitable models."

By this time, Kelly knew the plants in which most of the machines were located and had an expanded force of trained engineers to call on them. Expert in technical matters, the question of their selling skill remained unanswered. What kind of story did they tell? How did they route themselves? How did they manage their time and efforts? Were they still primarily service-minded? A planned selling program based on sound train-

ing was clearly next in order. But who had the time and skill for this vital extra job?

It was at this point that Kelly recalled his meeting with me in Springfield, and the talk that followed it. He felt that unbiased, objective observation and thinking from an outside source could supply what he needed. He called us in.

The program started with field research. John Collins, a vice-president of Hile-Damroth, Inc., spent seven days traveling and holding discussions with Reed-Prentice sales engineers in the eastern part of the country. Together, they made sales calls on customers, prospects and "suspects" whom rumor had linked with the plastic industry. They called on injection molders using every type of machine. Collins observed everything uncritically and spotted the areas in which help was most needed.



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L 4 3-4497; Chicago, 77 West Wash-
ington Street, RA 6-0625; Washington,
D. C., Investment Bldg., RE 7-2642.

Purchase Carefully Weighed

One fundamental factor governed: The purchase of a molding machine costing up to \$50,000 is not an "impulse" purchase. The decision is seldom made by one man, but is weighed by top management on the advice of plant operators or owners, with the advice of top foremen. It is a careful, slow process, especially where replacement is involved.

As to the selling skills of the sales engineers themselves, these were the principal findings:

There was no uniform system of call reports covering sales calls, prospecting and follow-up. Each man used his own method and reported at will, with the result that management was unaware of the real sales problems the men faced.

Routing was haphazard, wasteful and expensive.

Time management and territory coverage were largely determined by the day's demands. There was little organized planning.

Sales presentations were interesting to the men the salesmen called on but lacked closing punch.

Selling effort was handicapped by lack of visual sales aids and authoritative information about competition.

When the findings had been studied and discussed, they were made the basis for a constructive sales training program. Then Kelly called a four-day sales meeting to be held at the Bancroft Hotel in Worcester in June 1956. It was a conference-type meeting since participation by the sales engineers was counted on heavily to spell out the sales problems and find the answers.



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In WEARING APPAREL,
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Strathmore papers never shout their superiority, rather their quality and dignity add an intangible sincerity to a letterhead. It is no accident that an impressive number of important firms use Strathmore. It would be no mistake if yours did the same.

Lanvin-Parfums, Inc. has been promising quality and giving it for more than a quarter of a century...ever since the famed French couturiere, Mme. Jeanne Lanvin, created a series of fragrances for her own use and that of her customers. Her original *My Sin*, *Arpege*, *Scandal*, *Rumeur* and *Pretexte* are beloved by women in every part of the world as superb examples of "the best perfume Paris has to offer."

STRATHMORE LETTERHEAD PAPERS: STRATHMORE PARCHMENT, STRATHMORE SCRIPT, THISTLEMARK BOND, ALEXANDRA BRILLIANT, BAY PATH BOND, STRATHMORE WRITING, STRATHMORE BOND, ENVELOPES TO MATCH CONVERTED BY OLD COLONY ENVELOPE CO.
STRATHMORE THIN PAPERS: STRATHMORE PARCHMENT ONION SKIN, STRATHMORE BOND ONION SKIN, STRATHMORE BOND AIR MAIL, STRATHMORE BOND TRANSMASTER, REPLICA.

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Makers of Fine Papers

STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS

The first two days were devoted to a product and engineering refresher course during which production experts, both from within the company and from outside suppliers, brought the men up to the minute on the latest changes and improvements in the Reed-Prentice line. They pictured equipment which met market needs with features and advantages unobtainable from competition. The result was immediate enthusiasm on the part of the engineers, who for several years had not had this selling information.

Five-Point Program

The sales training program went on from there, covering five general areas:

1. Analysis of the salesman and his job; the plastic industry—its past and its electrifying future; the opportunity Reed-Prentice offered salesmen to achieve both selling success and personal development in the new projects now-afoot.
2. Sales fundamentals; why people buy goods and how to make them buy yours.
3. Who are your prospects? How to build your market.
4. How to manage your business. How to organize your time and effort.
5. Successful planned selling. How to deal with people.

Nothing particularly original there, an expert might say—just the familiar basics of professional selling. But to these men who had so long been without any help, they opened up a new world. And the way they seized and developed them is what makes this story different.

How was it possible to create productive salesmen in two days?

It wasn't — through the usual lecture and descriptive method.

It was — under expert leadership and direction. The salesmen trained themselves by analyzing, discussing and proving each selling principle and applying it to their specific problems.

For example, under the topic "Why People Buy" there was a brief presentation by the meeting leader of general buying motivation. Then this question was thrown out: "Why do people buy Reed-Prentice molding machines?" After a moment's thought, the salesmen began to answer from their intimate experience. The leader summarized the answers on a big flip

chart. In a short time they had a skeleton around which to begin building a strong sales presentation.

In turn, each competitive machine was subjected to the same analysis. Using prepared forms, the men lined up the advantages claimed by each and compared it with the Reed-Prentice list. This led naturally to the subject of handling objections. From the contributions of every man around the table, the one best answer was worked out—not only to competitive claims, but to objections to Reed-Prentice products and service.

Within the time allotted to this general topic, the men managed to outline a sound, effective sales story. It needed only practice to become a powerful business-getter.

"I wouldn't have believed it possible," says Kelly, "but the reason for it was simple: By doing the whole job themselves, fighting out every step, the men built something they believed in and which they would go out and use wholeheartedly. They had the responsibility and challenge of making it work."

Found Best Approach

The same developmental method was used with other training topics. The men carved out the best method of prospecting—for themselves—then listed the types of prospects they called on most frequently and formulated the most effective approach to each.

Of major importance was the time spent on the management of salesman time and effort. The topic started with an analysis of the working year and the amazingly short time of it actually spent in face-to-face selling. This led, first, to finding ways and means to save time—then to setting up a plan for selective selling. In this plan, all customers and prospects were

divided into groups depending on their value to the company. A yearly schedule of calls warranted by each group was worked out.

Under the heading "Planned Selling," the various sections that had been worked out before were brought together and organized into a uniform procedure which, it was promised, would be followed by every salesman from then on. The cap piece, so to speak, was a discussion of the psychological factors in selling. This had to do with prospect personality types, the mental steps each had to go through before deciding to buy, and the ways to influence each step favorably.

When the conference broke up, there was concrete evidence that Reed-Prentice was entering a new era of selling accomplishment. Results soon began to show. Because the greatest need for improvement concerned the salesmen's management of their time and effort, Kelly had set up what he called a "Prospect Control Chart." This chart, which covers almost half his office wall, lists the name of every sales and service engineer. Across the board, it shows the itinerary of each man from the first and fifteenth of each month—and each man is responsible for projecting this use of his time as most efficient. Calls are allotted according to selective account rating. The chart shows when each call is made, and the outcome of the call.

Relative Cost Small

"It's paid off," says Kelly. "Calls since the June meeting have increased 25%, and sales and salesmen's earnings have gone up proportionately. But the best thing the meeting did—and the chart is carrying on—is to continually demand organized thinking. The better the boys organize their work, the better they're likely to organize their selling pitch, and so on. To bring that about was the real purpose of our four-day meeting in June. The whole thing cost us very little. Everybody is happy about it and we're really on our way."

During the last two years Reed-Prentice has doubled its dollar volume sales of plastic molding machines, and has increased its unit sales by 120%. It has secured a steadily growing percentage of the market, as against competitive machines, and its sales increase faster than industry sales do.

"All we needed was to get back to following the basic rules of selling and sales management," Kelly maintains. "Our products and employees did the rest."

The End

COMING SOON

"A Purchaser Looks at Salesmen"

Every industrial salesman knows that purchasing agents fall into several types . . . and he possibly has pet names for each. But here's a view from the other side of the desk, with the P.A. classifying his callers by breed.

SALES MANAGEMENT

EXECUTIVE SHIFTS IN THE SALES WORLD

American Seating Co. . . .

James J. Thompson, general sales manager, elected v-p.

Bostitch, Inc. . . .

James M. Nestor appointed general sales manager.

Brown Shoe Co., Inc. . . .

Louis J. Schaefer named general sales manager.

Bruce, Payne & Associates, Inc. . . .

Gerald G. Fisch becomes v-p of this management consultant firm.

Ceco Steel Products Corp. . . .

Elmer T. Gustafson appointed v-p and general manager of sales.

Cleveland Purchasing Agents Assoc.

Donn R. Ricker succeeds his father, R. R. Ricker, as editor-manager of *The Midwest Purchasing Agent*.

Crown Zellerbach Corp. . . .

Paul Sletton promoted to sales manager, wraps & bags sales.

Four Roses Distillers Co. . . .

Leo Lehrman appointed Four Roses Gin national sales manager.

Gates Rubber Co. . . .

Clarence H. Mingle, v-p, to head all sales divisions as director of marketing.

Jessop Steel Co. . . .

T. W. Gabriel and S. J. Clokey both elected v-p commercial, to direct all sales activities.

National Dairy Products Corp. . . .

J. Clyde Loftis, President of Kraft Foods Co., subsidiary, elected v-p of the corporation.

Oswego Falls Corp. . . .

R. Reid McNamara becomes President of Sealright Co., Inc.

Quaker State Metals Co. . . .

A. H. Charlton, former v-p & general manager, named executive v-p.

Rem-Cru Titanium, Inc. . . .

Alan G. Caterson promoted to supervisor of sales promotion and commercial applications.

St. Regis Paper Co. . . .

Arch Carswell, v-p in charge of sales, elected executive v-p.



Every Company Needs It: An Annual Sales Audit

Far too many firms trundle along year after year without pausing to take a bearing . . . to nail down specific answers to such questions as:

- How are we doing on market position—gaining or losing?
- What degree of acceptance do we enjoy for our present product line?
- What are the weaknesses in our sales policies and operating methods?
- What can we do to correct those weaknesses?

BY CORNING WHITE

Management Consultant

After an experience of over 30 years as a management consultant, I've decided there are three basic questions relating to any company's marketing to which top management needs an answer at least annually:

1. Where does our company stand now in our industry?
2. What should our next goal be?
3. How are we going to get there?

The answer to the first of these three simple questions is the foundation on which everything else must be built. But in the course of working with companies in some 20 different industries, I have found many executives—particularly sales executives—operating under such constant pressure that they haven't been able to take the time away from daily routine for an objective look at their company's present situation.

This is not to suggest that top management should necessarily call in an outside firm of consultants to evaluate where they stand marketwise. The job usually can be done by a team of competent men already in the company's employ—preferably, how-

ever, men not directly responsible to the sales department.

Most companies have a periodic, internal, financial audit, for additional assurance of the soundness of their financial situation and of the adequacy of their accounting methods. Such an audit implies no criticism of the controller. Similarly, a sales audit implies no criticism of a company's sales manager. While a company may expect its sales manager to handle his work with considerable competence, no sales manager can be expected to detect all *possible* weaknesses in an operation with which he is so closely bound up. An objective audit of his operation by a competent team of junior executives, not directly responsible to him, can show both him and top management . . .

- where the company stands competitively.
- what the market really thinks of the company's product line.
- whether the company is gaining or losing position.
- wherein, if anywhere, the company's selling is weak.

- how any weaknesses can be strengthened.

The purpose of such an objective sales audit is to help the sales manager do a good job better.

The group designated by top management to make a sales audit examines the company's present position in relation to its opportunity by:

1. Studying the company's sales figures in relation to whatever industry figures are available.
 2. Interviewing representative former, present, and potential outlets for the company's line.
 3. Talking frankly with the company's salesmen.
 4. Observing these salesmen at their work and the trade's reactions to their methods.
- By these means, possibly with some guidance from an experienced consultant, though not necessarily so, the auditing team checks on:
- The trade's attitude toward the

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have MORE...spend MORE...and
there are MORE of them!

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FAMILY INCOME	PERCENT OF SUBSCRIBERS
\$7,000 AND OVER . . .	31.3
\$4,000 TO \$7,000 . . .	45.4
LESS THAN \$4,000 . . .	23.3

IN DALLAS' OUT-OF-TOWN MARKET . . .

Compare The News' 92,000 subscribers with 91,000 out-of-town customers whose Charga-Plate notches indicate active accounts in one or more Dallas stores!

The News has the largest daily circulation in Texas, but . . . today it isn't enough to create desire in numbers alone. The Department of Agriculture and Federal Reserve have proved the have-mores spend more — you'll sell more when you reach the people with the income to buy.

TO SELL MORE in North Texas, CONCENTRATE in 'The Dallas News — not only for The News' 20% larger circulation, but also because of the larger buying power of The News subscriber!

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COVERS THE
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company's product line, noting particularly any suggestions for product improvements that would be competitively advantageous.

- The acceptability of the company's pricing and discount policies.

- The adequacy of present distribution channels.

- The trade's reaction to the company's advertising and promotion.

- The effectiveness of the sales equipment supplied to the company's salesmen and of the methods the men use in their daily selling.

The foregoing field study should be supplemented by an internal check on:

1. The efficiency of the territorial set-up in relation to carefully established potentials.

2. The reasonableness of sales quotas in relation to these established potentials—not just to past performance.

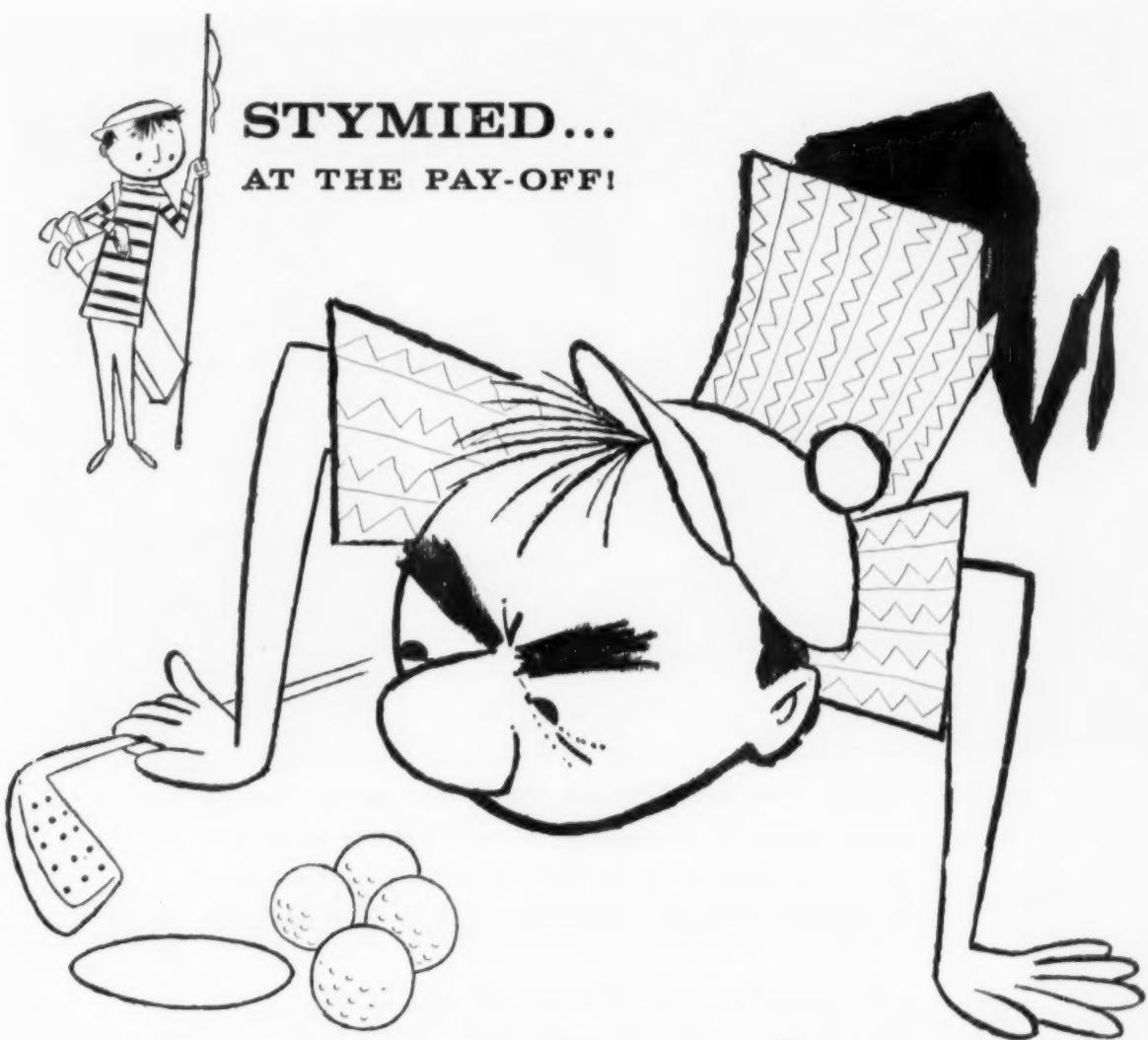
3. The adequacy of records to assure that desirable customers can't slip away without the sales manager's knowledge.

4. The soundness of the methods employed for recruiting, hiring, training and stimulating salesmen.

5. The adequacy of the means employed for evaluating salesmen's performance.

A good sales audit results in a written report which gives both the company's top management and its sales manager a true picture of where, marketwise, the company stands *now*. This report points out wherein the marketing operation is functioning smoothly, thus crediting the sales manager with his accomplishments. But the report then goes on to point out wherein the company's marketing policies and practices are out of line with the realities of the company's market situation, and it offers remedial recommendations.

In short, just as a financial audit assures management that its accounting is in order and, if in any respects it is not, how it may be improved, a sales audit gives a true picture of the company's competitive position, offers constructive suggestions as to how any present weaknesses may be corrected, sets up practical objectives, and outlines the means by which these objectives may be achieved. **The End**



STYMIED... AT THE PAY-OFF!

Ever faced a situation like this: an ad campaign set to break par—but stymied at the pay-off? Well . . . it's all in a round of golf for the man behind the putt, but it's a serious business when your money is riding on an ad campaign that *must* produce results! When it comes to the most important aspect of your entire program—Merchandising at the Point-of-Sale—we're old pros. For more than 50 years our job has been to create new ideas that sell . . . invent point-of-sale merchandising programs that stop shoppers, get action . . . pay off where it counts—at the cash register. Let our nation-wide organization show you how Merchandising at the Point-of-Sale can keep your ad campaign out of the rough; produce top results whether for a single display job, or a year-long program.



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- Cloth and Kanvet Fiber Banners and Pennants • Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders • Mystik® Self-Stik Labels • Squeez-eze®
- Econo Truck Signs • Booklets and Folders • Molded Plastic

CHICAGO SHOW PRINTING COMPANY,
2660 N. KILDARE, CHICAGO 38



FIGHTING IRISH IN CHINATOWN

La Choy American-Chinese foods are going through checkout gates in increasingly heavier volume because a Sons-of-Erin sales team is fighting to help dealers earn more profits by building still higher product turnover.

An interview with EDWARD M. MULDOON

President and General Manager

La Choy Food Products, Division of Beatrice Foods Co.

Over in tiny Archbald, O. (pop. 2,200), four Irishmen are absorbed in an American-Chinese food business. Sans Oriental help of any kind, they have been watching their La Choy Food Products race ahead to maintain the No. 1 spot in its industry. La Choy has long been the No. 1 industry in Archbald, "Chinatown, U.S.A."

The Irishmen with ideas on how to sell Chinese foods in cans are: Edward M. Muldoon, president and general manager; William P. McCarthy, general sales manager; Thomas S. McDonough, sales promotion manager; Gordon Swaney, assistant sales manager.

"Actually, we have a 10-man management team," says Muldoon, "and we never hold a sales conference. Our objective is to have the right formula, managementwise—an interested, en-

thusiastic, hard-working organization contributing to the success of the company."

The fact that this formula just might work was revealed to a SALES MANAGEMENT reporter when he saw figures indicating rapidly rising volume over the past three years. Plant production was increased 50%, "and that's the same as saying sales are up 50%," Muldoon parries. "So far in 1957, sales are still pushing production, so we continue to expand our facilities. Early this year we had the biggest month yet—28.2% over the previous all-time high."

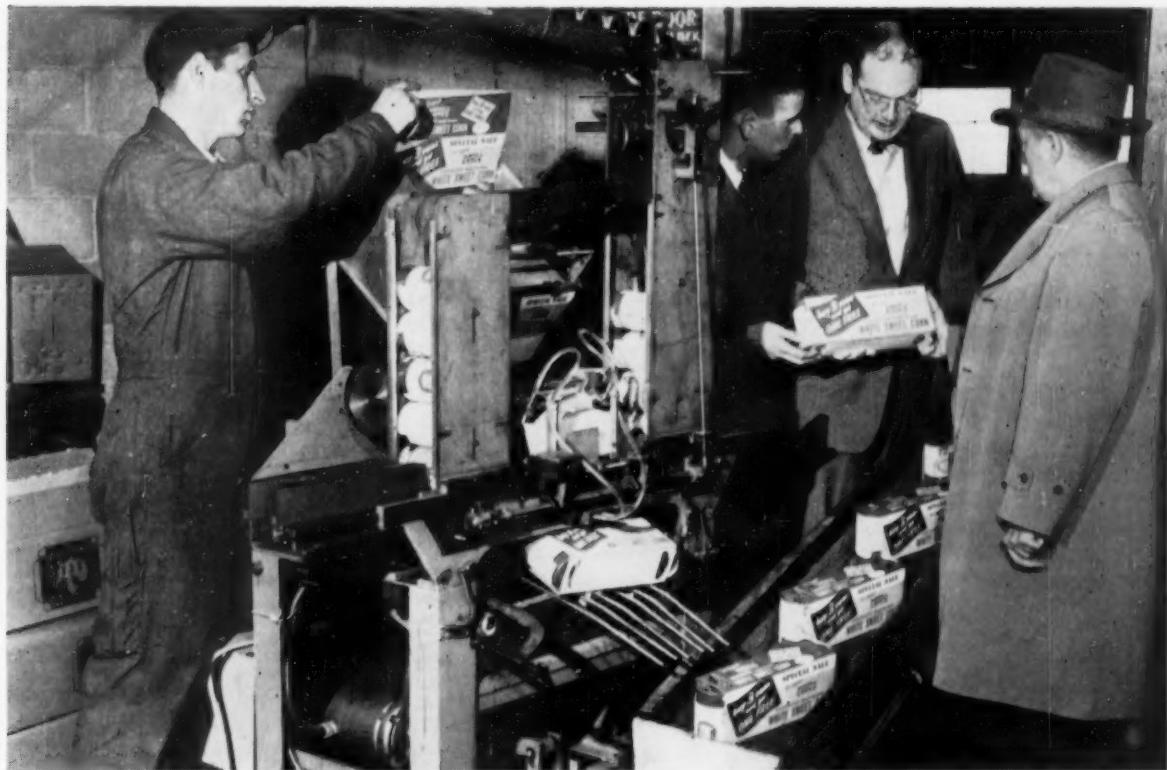
Big food chains, excellent customers of La Choy's line, have done particularly well during the past year. They shall be un-named, but one of the largest increased La Choy Chinese food sales by 73%. Another chain upped sales 48%. A third increased

La Choy sales 23% over a previous sizable gain. Over-all average super market gain was 25%.

Reasons for La Choy's sales rise are manifold, but the market itself offers great opportunity. Muldoon says that a recent survey estimates that more than 80% of American consumers have never tasted Chinese dinners from cans, "the next thing to Chinatown meals." It is La Choy's job to get the food on dinner tables.

Since the company claims to make 61% of canned American-Chinese food in the industry and has more than 400 people representing it in 48 states, Hawaii, Puerto Rico, Alaska, and 36 foreign countries, that job is getting progressively easier.

La Choy operates completely through food brokers who do sales and service work for them. Muldoon feels that they are in a much better



Ralph C. Gable (right) inspects his multipacked canned corn as it comes off the Can Band Loader, operated by plant superintendent Charles E. Goodling. Center are John McGhee and William L. Dempsey, representatives of Container Corporation of America.

"We moved our corn oversupply fast by multipacking it in Can Bands®"

—says Ralph C. Gable, Owner, Martin H. Cope Co., Rheems, Pa. Processors of dried sweet corn since 1900.

"The end of the season found us with a 20,000-case oversupply of canned dried corn," says Mr. Gable. "So we decided to market it in 4-can Can Band multipacks—4 cans for the price of 3.

"Our customers snapped up the 20,000 cases as fast as we could package them. And they moved them quickly, too. Some supermarkets reported they sold as much in 2 weeks as they had in 4 months before. And what pleased us particularly—store sales of the single cans held up."

Container Corporation's Can Band and the Can Band Loader permit low-cost multipack promotions, introductory offers and market tests, even for short runs. Can Band billboards your brand at point of sale.

For packing and promoting anything that comes in a can, write—

Container Corporation of America

38 South Dearborn Street, Chicago 3, Illinois, and 42 other cities

position to contact top brass at the store level. "We have 74 brokers coast to coast," he reveals, "plus export brokers, and Overseas Service, Inc., that covers all commissaries where U.S. personnel are located. We pay the regular broker rate *plus* extra incentive for extra effort for La Choy."

When Ed Muldoon took over the general management of La Choy July 1, 1953, the sales picture was good but not as rosy as it is now. With his "team" he saw that the first step was to get the *line* improved. He soon announced to the grocery trade

that prices were lower by 15%, labels were redesigned, and can size had been reduced from 20 ounces to 16, "now a tailor-made product to fit your customer's needs."

Plans included making it more profitable to operate at retail by handling the La Choy line. Muldoon firmly believes that "the best sales program you can have is a lower operating cost than your competition. The profitable time to make changes and savings is before you're forced to. Operate as though you were in the red ink or losing money—operate on a depression expense rate. Think re-

tail. There must be a profit!"

La Choy did not—and does not—make "deals" of any kind with big chains. Muldoon's team has to get the retailer's interest in other ways. As he says: "There has been nothing new in the food business in years, so when you can go into a buyer's office with new prices, new sizes and new selling plans, it causes quite a stir."

Muldoon feels that in the food industry (store level), "you must get maximum turnover with the least possible inventory on the least number of items, with the least buying, selling and material handling expense—and realize maximum profit. Goal of the food business is turnover, owing to the extremely narrow profit margin, so the only possible way to make money at retail is to get the maximum number of turnovers. That's what we at La Choy are helping the grocer to do."

Muldoon has an interesting philosophy on the food business itself: "You might say that the food business is feeding millions for pennies. A housewife can run over to her neighborhood store and spend one dollar on food; the grocer probably realizes a *net* profit of one cent out of her dollar. The food business is basic, fundamental, down to earth, realistic, hard work and a penny-pinching economy. There's no room for mistakes or you're cooked. Controls have to be rigid right down the line."

EVERY TYPE OF SALES DISPLAY FOR EVERY TYPE OF PRODUCT

shake hands with your top salesman

If you have a point-of-sale plan...you'll want him!



If you have a point-of-sale problem...you'll need him!

ADVERTISING METAL DISPLAY CO.

Complete Design & Engineering & Volume Production Facilities

CHICAGO 50 - 5675 W. NINETEENTH ST. • BISHOP 2-1242 • NEW YORK 10 • 23, TWENTY-THIRD ST. • ALGONQUIN 4-3245

THEY DISPLAY • DEMONSTRATE • DISPENSE • SERVICE • IDENTIFY



THIS IS WHAT SELLS at point-of-purchase, says President Muldoon: "The shelf-section is the most important factor in store selling." Brokers' men preach proper display to grocery retailers year-in and year-out.

La Choy tries to help the grocer by helping the brokers and their salesmen. "We treat them as if they were our company men," Muldoon explains. "We feed them ideas on how to sell our line and how to think; we suggest new sales approaches and ideas so they constantly have something fresh to talk about. Brokers say they get more good ideas from La Choy than from anybody else. We use pressure tactics but not high pressure methods."

All La Choy selling is based on in-store, shelf-section merchandising. Muldoon takes a dim view of island displays and end displays. "Shelf sections are the most important factor in store selling. Merchandise should be properly presented, with the entire line arranged in an attractive manner, preferably next to such popular, staple items such as canned soups. Thus, we don't sell La Choy to the retailer: We sell him 'sections.' We show him how this method fits his needs for balancing the profits.

"Our line is sold where there's store traffic. In today's competitive market where the preponderance of merchandise is sold from shelves on a self-service basis, the only salesman you have is your shelf display. So you have to 'think retail.' You must say:

Sidelights on La Choy

La Choy Food Products is now considered to be the largest canner of American-Chinese foods for home consumption in the world. The company, a division of Beatrice Foods since 1943, was started in a Detroit kitchen in 1920.

Materials and foods found in the Orient are important to La Choy both in production and sales. In Hong Kong the firm spends a quarter of a million dollars yearly for premiums such as coolie hats, lanterns, Oriental scuff. From South Korea it imports \$300,000 worth of bamboo shoots and water chestnuts. Half a million dollars' worth of mung beans are acquired from Burma and Siam ... and some from Peru.

La Choy pioneered the culture of mung beans in the U. S. The larger and preferred domestic bean is now grown in Oklahoma, Texas, Georgia and California. Through hydroponic methods (growth in water without soil), the company harvests 25 tons of mung bean sprouts a day at its Archibald, O., headquarters.



LA CHOY BELIEVES IN INCENTIVES: In a "Managers' Month" contest, La Choy passes out handsome checks for the kind of creative sales effort that builds up additional volume. Here Joe McDermott of Hotaling-McDermott Co., Albany, N. Y., gets a check for \$1,000 from Edward M. Muldoon, La Choy president. McDermott was one of six winners in the most recent competition.



What a premium!

The fun and excitement of taking a picture one minute and seeing it the next has made the Polaroid® Land Camera one of the world's most wanted gifts.

Used as an incentive for salesmen and distributors, as a dealer loader, as an award for display placement, as a consumer contest prize—the Polaroid Land Camera really gets action! Top companies have used this camera as a premium with tremendous success.

PREMIUM SALES DEPT. 6-517
POLAROID CORP., CAMBRIDGE 39, MASS.
Please send me information, prices, and case histories on the Polaroid Land Camera used as a premium.

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____
POLAROID CORP., CAMBRIDGE, MASS.



Biggest Buying in Upstate Wisconsin . . .

. . . is in Green Bay where 475,000,000 wholesale-retail dollars changed hands in '56.

In this independent market you'll get results fast for whatever you test, tell, sell or show. We say "it only takes ONE in Green Bay" . . . and advertisers agree by keeping the PRESS-GAZETTE first in national lineage in upstate Wisconsin! Full color available.

All business is local . . .
So are newspapers!

**THE GREEN BAY
PRESS-GAZETTE**

Phil A. McClosky, Manager, General Advertising
Green Bay, Wisconsin

EVERYTHING'S TURNING
GOLD →
give fashion-right
golden-hued

Dirilyte
FLATWARE AND HOLLOWWARE
for CUSTOMERS & EMPLOYEES
SALES INCENTIVES • PREMIUMS
CONTESTS & DOOR PRIZES

Wide variety and price range in prestige gifts that will be taken home, used and appreciated by the entire family. Beautiful Dirilyte has known value, is nationally advertised, long-lasting. Special quantity discounts. Write on company letterhead for descriptive literature and prices.

DIRILYTE COMPANY OF AMERICA, INC.
Kokomo, Indiana



'I must do the necessary work at the retail level to make my goods move.'"

Merely being friendly with the store buyer doesn't sell merchandise, Muldoon maintains. "Having been a grocer born into the business, I've found that groceries are the most neglected part of the food business. It's groceries versus perishables. Shelving is the cheapest thing you have to sell groceries. Big, fancy, super markets get people inside with their deluxe equipment, then do a poor job of selling on the shelves. While spending all this money on cases and equipment, all that is required is the proper setup—a setup to sell a complete line of goods from the shelves."

Results of a study completed recently for *Food Field Reporter — Food Topics* by S. W. Wilkerson, Inc., show that impulse buying is the most significant factor in super market shopping. "The shopper clearly has a definite brand image in her mind before she goes into the store," the report reveals. "Yet findings indicate that a definite measure of brand impact is lost at point-of-purchase by exposure to competitive brands, and by attention getting merchandising techniques."

Muldoon does not like to use the term "impulse buying" pertaining to American-Chinese canned foods. "In-store decision to buy" is his preference. Wilkerson's survey agrees with him: "Impulsive buying is *not* an 'impulsive' release of customer emotions — but a shopping operation which is highly systematic, selective, practical."

La Choy maintains a consistent, but not extravagant program of general advertising in magazines, newspapers and over the radio. The company participates in leading cooking schools and food shows from coast to coast. A 5% allowance is available to "compensate customers for cooperative advertising services." More than nine million La Choy "Chinese Cookery" recipe booklets have been sent to housewives free of charge.

Customers Get Policy Manual

An excellent selling tool for La Choy's line of 19 products is the company's "Policies and Practices" manual available to any buyer. It's a black-and-white statement of policies and guarantees designed to reassure the nervous buyer. Several outstanding points are covered in it:

1. Warehouse stocks are maintained to facilitate prompt delivery and assure frequent turnover of the small investment which is required to carry the complete line of La Choy products.

2. La Choy is financially able to assume responsibility for refunding purchase money or replacing defective or non-standard merchandise. Product liability insurance is carried to cover and free customers [retail grocers] from claims for injuries or illness based on the alleged use of its products.

3. La Choy products are not shipped from old stocks. They're packed and shipped daily. Chinese foods are not seasonal products but are available throughout the year. "La Choy products always have been available at fair prices, and no exorbitant prices were quoted during periods of short supply."

4. All prices, terms, discounts and allowances appear in the La Choy price list and are uniformly applied to maintain an equality of advantages for all customers in each market area.

5. Prices are guaranteed against decline to the extent that customers will be granted a rebate on warehouse and in-transit stocks in amount of a price reduction on any La Choy product as provided in its price list. Any La Choy item reported as unsalable within 60 days from date of purchase may be returned for credit, less transportation and reconditioning expense.

Ed Muldoon feels that La Choy is just beginning to roll, and that 1957 will be a topper.

The End

engineering an excitement-package

Milk—ordinary cow's type—is causing excitement on two continents because engineers have wrapped it in paper.

New design ideas are solving packaging problems which have bothered mankind since the days of Louis Pasteur. Results of this engineering work include new materials, new equipment, and a lot of new business for the advertisers in **MACHINE DESIGN**.

Developing new ideas into finished products is the function of **MACHINE DESIGN**'s readers. To do this job they need information. The Editorial and Advertising pages of **MACHINE DESIGN** give it to them.

That is why **MACHINE DESIGN** gets action from design engineers. Since January, 1956 when the number of issues per year was increased from 12 to 26, average advertising readership has jumped as much as 55%. Inquiry volume has increased $2\frac{1}{2}$ times.

You can always look to

MACHINE DESIGN

for outstanding readership



PENTON

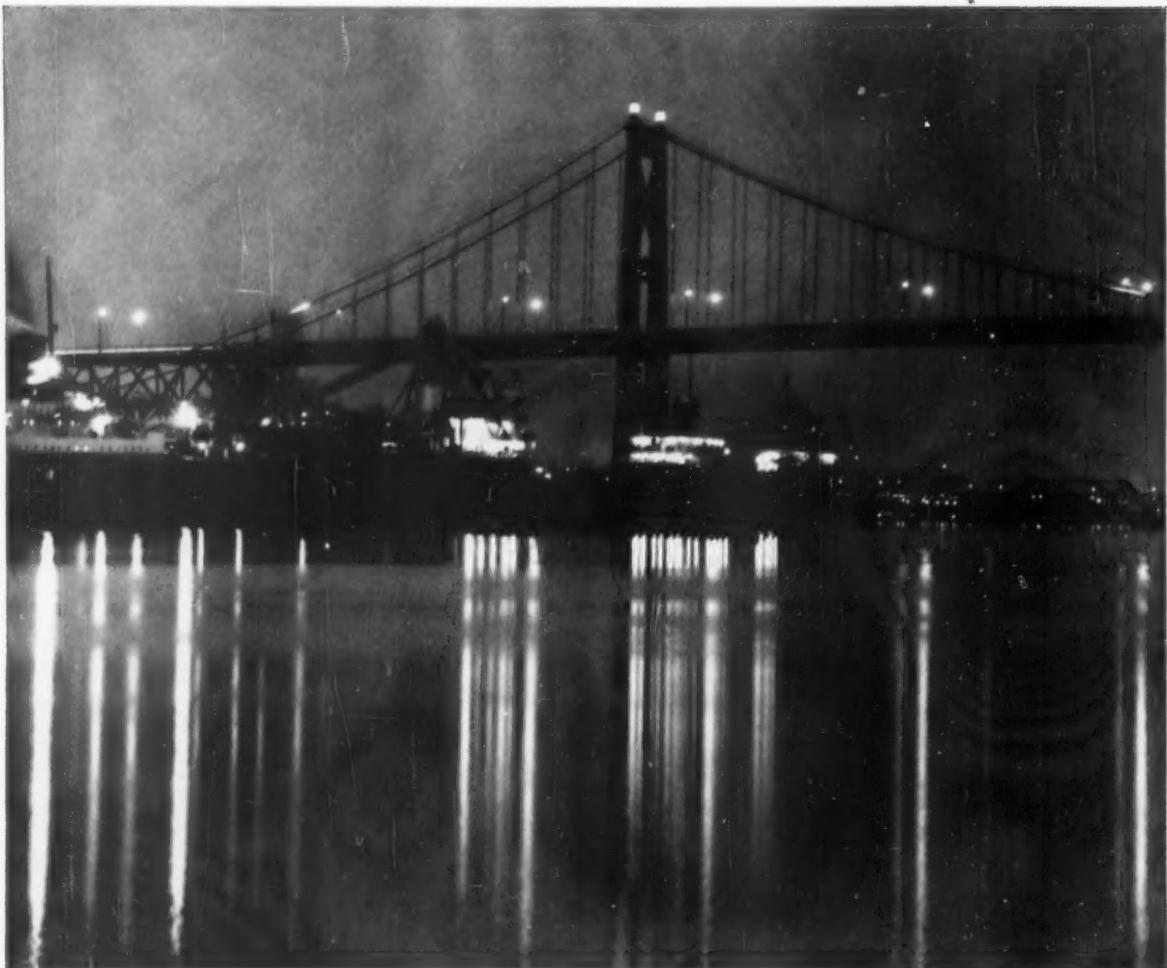
publication

Penton Building

Cleveland 13, Ohio

TOLEDO is the key to the sea

Ninth largest port in the U.S., Toledo is the center of a billion-dollar market now—and will grow as the St. Lawrence Seaway grows. Start now to cultivate this great market.



*the Blade and Times are the key to the
BILLION DOLLAR TOLEDO MARKET*

In Ohio you need the \$1,222,296,000 Toledo market. It is third among all Ohio markets in automotive, food, drug store, home furnishings, liquor and total retail

sales. To open the door to this great and growing market on the St. Lawrence Seaway, you must use the proper key—the Toledo newspapers. There are no duplicate keys.

Ask us for THE BIG PLUS—i.e., marketing assistance as only newspapers can give it.

TOLEDO BLADE Daily and Sunday. **TOLEDO TIMES** Morning

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.

What's the Use of Planning If You Don't "Follow Through"?

That's the feeling at G-V Controls, Inc. The firm is young and, as companies go, it's small. But, it's a giant sales success. Reason: It isn't content just to make plans; it follows through on all counts. Do you?

Every intelligently run business today has some sort of basic master plan for growth. The key elements are so fundamental that to list them would almost be a waste of time, except for one fact: many companies unfortunately ignore some of the basic features of their original plan.

What happens when a company sets up a master plan, based on the very obvious fundamental activities which must be included in such a plan, *and then follows through on all counts*?

The success of 6-year-old G-V Controls Inc., East Orange, N. J., is an excellent endorsement of the value of "follow-through."

This company, which supplies thermal relays for manufacturers of industrial controls, heating equipment, air conditioning, etc., has a selling plan which *stresses "follow-through"* on the basics of operation.

Let's start with Basic Feature No. 1.

Find a definite industry need: This certainly sounds like an obvious move, yet there are manufacturers today who persist in producing products because they have the manufacturing facilities available, not because of an industry demand. In the case of G-V, extensive market research showed a definite industry need for quality thermal relays. Research indicated the weak spots in existing thermal relays; it also indicated a large potential market for a line of thermal relays that could meet more rigid specifications.

Basic Feature No. 2.

Meet industry demands with a quality product line based on industry

requirements: Sounds simple . . . and basically it is. But think of the products now being sold strictly on price. Think of the manufacturers who do not know their total market picture, who do not know what industry wants or will want tomorrow, who do not keep abreast of the newest technical developments.

G-V spent many months analyzing product designs and applications before starting commercial production of a quality product line with the rugged construction and precision the industry required. Although there are thousands of applications for thermal relays, G-V found that it could meet over 98% of all industry demands from standardized elements in stock. To date, the G-V Engineering Staff has produced most of the recent technical advances in this field and offers technical information and application data to all customers. A modern environmental laboratory tests G-V relays under the most severe conditions of cold, heat, shock, altitude, etc., assuring maximum product reliability.

Basic Feature No. 3.

Select and adequately support a fully qualified technical field force of sales representatives: A national sales force costs money, much more than a new company can afford, as a rule. The answer to this problem is usually manufacturers' representatives. But they, better than anyone else, know how short-sighted management can become: field questions are left unanswered, orders are not shipped on time, certain large industrial accounts are often withheld—the poor relation treatment becomes commonplace. And as the company thrives, the manufac-

turers' representatives find themselves dropped, many times in favor of a salaried field sales force.

On the other hand, a carefully selected group of technical representatives, strategically located, and given the same full support and cooperation that a factory sales force normally enjoys, can become a loyal, hard-pushing sales organization. On this premise G-V has built a national structure of fully qualified manufacturers' representatives who have been selling in just the right markets and carrying allied products.

Under the guidance of Robert F. Stockton III, G-V's sales manager, all G-V representatives are offered complete freedom in all territories. No house accounts are held back, and all direct-to-factory sales are immediately credited to the sales area involved. Sales quotas are established for each sales territory, and sales performances checked monthly. Representatives are constantly informed on the status of all orders. Commissions are paid on all territory shipments immediately upon signing the sales agreement with each man, which instantly creates an income for the representative. Project follow-ups are established and maintained for all sales territories. A consistent 4-week production cycle further assures the men of definite product delivery schedules.

With the addition of full-time G-V regional field engineer managers to back up the representatives, G-V took another forward step in modern marketing. These factory-trained specialists assist in solving customers' engineering problems, trouble-shoot whenever needed, and constantly search for new products and new applications.

Basic Feature No. 4.

Tell industry about the product: There's an old adage, "Manufacturing a product without advertising is like winking at a pretty girl in a dark room . . . you know what you're doing, but no one else does." Many new and old manufacturers still regard advertising with a "Doubting Thomas" attitude, despite the thousands of exciting case histories wherein advertising has proved its value. Luckily, most modern management personnel recognize the need for a qualified, complete advertising program and utilize it. As soon as production was under way, G-V and its advertising agency, Keyes, Martin & Company, sat down and established specific goals. The agency started with a straightforward, technical product story series of ads in key trade publications. This product story approach was selected as the most efficient for the first formative years. Long range plans indicated the introduction of a G-V manufacturing facilities story and an institutional series when G-V products were better known to the industry. The advertising plan proved itself when inquiries poured in at the rate of over 500 per ad.

As sales increased, an advertising budget was set up, predicated on a percent of estimated gross sales. For instance, in 1954 there were only 34 black and white ads appearing in 5 publications, compared with the 1957 program of 124 ads in 18 trade magazines, including 2-page, 2-color spreads in key publications. The advertising has changed from the use of the technical product story alone to the presentation of effective institutional material as well.

To "tell industry" about G-V thermal relays, the company advertises in *Electronic Design*, *Electronics*, *Aviation Age*, *Electrical Equipment*, *Electrical Manufacturing*, *Instrument and Apparatus News*, *Instruments and Automation*, *Design News*, *Industrial Laboratories*, *Military Electronics*, *Western Electronic News*, *Product Design and Development*, *Electronic Week*, *Electronic Industries* and *Electronics and Communications*.

Three directories also carry G-V ads: *Electronic Buyers' Guide*, *Conover-Mast* and *Thomas' Register*.

Publicity was another strong source of inquiries. Intelligent use of releases enabled G-V to evaluate many potential fringe markets with a minimum outlay of time, manpower and

money. The accumulated list of inquiries from ads and publicity became the highly efficient mailing list for direct mail pieces. Catalogs and other merchandising pieces achieved amazing returns up to 20%.

Basic Feature No. 5.

Deliver as promised: Unquestionably, this single phase of activity has caused more grief and embarrassment to field salesmen, manufacturers' representatives, and management than any other.

There will always be salesmen who promise the moon to get an order; there are others who are misled by the home office; there are home office personnel who are misled by factory management. But all these unfilled orders finally come home to roost. And a reputation of being unreliable in shipments takes a long time to live down. Aware of this chronic industry weakness which affects so many companies, G-V, from the beginning, established a production schedule predicated on keeping the factory loaded, at all times, 4 weeks in advance. All orders are analyzed for delivery dates.

Basic Feature No. 6.

Treat each customer as if he were the most important person in the world . . . he is: Before World War II, this outlook was well established at all selling levels. But in the sellers' market that developed after the war, this basic philosophy was wrapped up and hidden in the back rooms. Times changed, and again we have a buyers' market. Competition is fierce. The old concept of good salesmanship has to be dusted off and revitalized. Inquiries must be answered. Application data must be supplied when requested. Field engineers must be available for emergency assistance. Sales personnel must be kept up-to-date on all new product and application developments. In short, the customer should be given every aid that can make your product that much more desirable to him. G-V, with over 600 accounts, has dedicated itself to these principles. Has it paid off? According to G-V's 1956 sales figures, it has. The 1956 sales goal was an optimistic one, but by closely adhering to the elementary features of the master plan G-V exceeded this goal by 14.3%. Sales for 1956 were well over \$2 million. Projected sales for 1957 aim at 40% gross sales increase over last year. Sounds big—it is big—but G-V knows from experience . . . "Follow-through, on all counts, creates a successful business."

The End

**EVERY
PROMOTION
SHOULD HAVE**

a Tie-in

SPECIAL TIES

MADE TO YOUR *Specification*

Launch new products and sales themes with this new promotion and premium idea. Distribute to salesmen, dealers and customers . . . give away at conventions. Your design reproduced on fine quality neckwear. Prices from 60c a tie. Details on request.

SCOTTIES LTD.

Dept. S, 401 Fifth Ave., New York, N. Y.

Significant Trends

(continued from page 16)

ing list of "needed" appliances, "class" possessions, house and garden needs. An Interurban family is easily and constantly exposed to new, desirable products and, when income permits, its consumption follows an ascending curve.

New market statistics are needed to cope with Interurbia. It wasn't too long ago that population figures, retail sales figures, income statistics by cities and counties were completely adequate as marketing tools. More recently, it has become necessary to work up comparable statistics on 262 Metropolitan Areas. (See May 10, 1957 "Survey of Buying Power.") It seems likely that before too long there will be some demand for figures by Interurbias.

However, some of today's Interurbias are expected to link together, forming giant non-political entities bigger than any state. For instance, it is possible that during the next 20 years the Northeastern Interurbia will grow toward the Piedmont. A tentacle,

now creeping up the Hudson, may link with Cleveland, Detroit and Chicago, and stretch down to St. Louis. This would make an Interurbia 1200 miles long. Some marketers might want to sell to only a part of such a huge market. Thus, any market data made available on an Interurban area would have to be broken down easily into usable segments. A whole new system—maybe a grid system—might be necessary for accurate analyses.

Market studies might be made on Interurban versus non-Interurban areas. Population in the Interurban strips is 12 times more dense than that of the rest of the country. With a new population boom on the way, this density per square mile is almost certain to increase.

The growth of these super-cities is the most significant trend of the decade. People make markets and when people change, markets change. Your markets are changing now. You would be well advised to include the word "Interurbia" in your future market planning. It's a development that cannot be ignored!

**the sure way to get your
SALES STORY inside the plant...**



WHY? Because the REFINERY CATALOG has been the primary reference source of buying information in the refining-process industry for over 20 years. It is placed regularly in more than 8500 known buying locations, covering 98% of the industry's buying power.

Your catalog in the REFINERY CATALOG keeps your sales story on the job in the right places at the right

time, when buying decisions are being made. Usage surveys reveal that 86% of the industry buyers use the REFINERY CATALOG frequently, and 75% of these men prefer their data cataloged in the REFINERY CATALOG over other methods of cataloging.

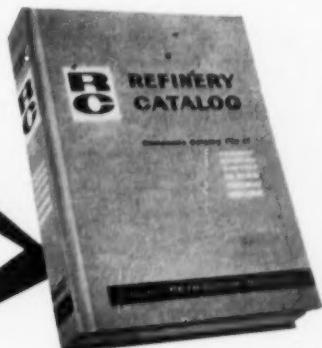
Give your sales force a powerful assist by supporting your sales program with adequate data in the REFINERY CATALOG.

WRITE TODAY
on your company letterhead for your free copy of a 40-page booklet entitled "What To Put In Your Refinery Catalog Copy." Send requests to Sales Promotion Department, P. O. Box 2608, Houston 1, Texas.

THE REFINERY CATALOG
A GULF PUBLISHING COMPANY PUBLICATION

World's Largest Specialized Oil Industry Publishers

Offices at: • Houston • New York • Chicago • Cleveland • Tulsa • Dallas • Los Angeles



THE TIME READER* ...as seen by

Artzybasheff



PILLAR OF SOCIETY



HOBBYIST



COMMUNITY LEADER



EXECUTIVE



* TIME offers advertisers the biggest concentration of best customers and influential people available in the U. S. today. Nevertheless, Artzybasheff exaggerates. Not all TIME readers smoke cigars.

ANNOUNCING A CONTEST

—with \$3,500 in prizes for advertising artists, art directors and patrons of the pen and palette

Here's your chance to enter a different kind of contest and win any one of 22 cash prizes, including two First Prizes of \$500 each, ten Second Prizes of \$200 each, ten Third Prizes of \$50 each.

What do you have to do to win? If you are an art director, simply submit *one* black-and-white finished drawing portraying a *single* aspect of "The TIME Reader as seen by (you)." You'll get the idea if you look at the Artzybasheff drawings at left, or recall some of the earlier ads (drawn for this campaign by such notables as Steig, O. Soglow, Geo. Price, etc.) which have already appeared in this and other advertising trade magazines.

If you like, you may team up with somebody else—one supplying the idea, the other doing the drawing. Or you can sponsor somebody else, just by entering his name on the entry blank below.

If you are *not* an art director, just ask an art director you know to fill out the entry blank below and thus sponsor your entry.

It's as simple as that. Just get the idea, do the drawing and send it in *with* the entry blank which appears on this page. To be considered by the judges all entries must be received by TIME no later than June 10, 1957—or be postmarked no later than June 5, 1957.

The judges (whose decisions will be final) are: Fred S. Sergenian, head of the Art Department, Young & Rubicam; Arthur Harris, Art Director for this TIME campaign, Young & Rubicam; Nicholas Samstag, Director of Promotion, TIME, The Weekly Newsmagazine.

Please note: Since Young & Rubicam originated the idea and will help judge this contest, neither their personnel nor TIME Inc.'s will be permitted to compete.

And *whether or not* you win a prize, TIME reserves the right to publish your entry upon payment of either \$500 or the difference between \$500 and any prize you may win.

OFFICIAL ENTRY FORM for TIME's "As Seen By" Contest

(please attach to the back of your drawing)

- Attached is my conception of "The TIME reader as seen by _____." (FILL IN NAME OR NAMES)
- The artist was (check which): myself
 myself in collaboration with _____ (FILL IN NAME)
- _____ (FILL IN NAME AND ADDRESS) who is sponsored as an entrant by me.
- I understand that this entry is valid only if received by TIME not later than June 10, 1957 or postmarked not later than June 5, 1957.

And I agree to let TIME use this entry for publication upon either: (a) payment of a \$500 fee; or (b) payment of the difference between \$500 and any cash prize which this entry may win.

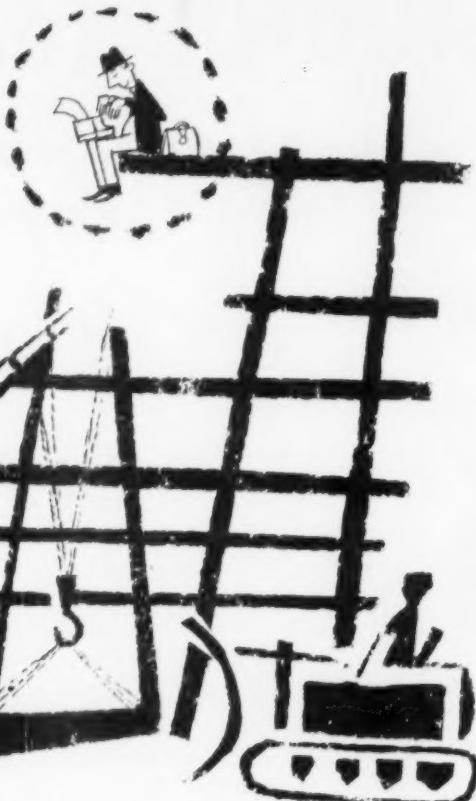
Name _____
(PLEASE PRINT)
Company _____
Address _____

Signature _____
Title _____ "Art Director"
City _____

Please address all entries to: "As Seen By" Contest, TIME, The Weekly Newsmagazine, 9 Rockefeller Plaza, New York 20, New York.

No Products Until '58, But Daniels Sells Now

Georgia-Pacific Paper Co. won't have an operating plant until next year. But the firm's president went to work on prospects in June 1956. The idea: once-a-month mailings of "progress reports." It's a good bet that orders will follow.



H. Stuart Daniels doesn't have a product to sell—but that doesn't stop him from being a selling president. For 11 months he has been selling to prospective customers all over the country.

Daniels is president of the newly created Georgia-Pacific Paper Co., Portland, Ore. The plant which will produce his company's product—kraft paper and board—is now under construction. It won't be completed until February 1958. That means that Daniels won't have a scrap of paper to sell until next year.

Yet, every day he is "selling."

What do you sell when you have no product?

Daniels is selling Georgia-Pacific's future!

Last June he began a series of Progress Reports on the company's \$22-million paper mill being built in Toledo, Ore. Averaging one a month, these reports have kept prospective customers informed of the mill's construction progress and new manpower additions, and have outlined, step-by-step, the methods G-P will use to manufacture kraft paper.

Five hundred copies of the first report were mailed to "The West Coast Paper Trade." Of that number,

300 executives returned an enclosed reply card and asked that they be "sold" on Georgia-Pacific's future.

In his first report, Daniel's wrote: "At the moment we have nothing to sell but the future—but if there is any further information you would like to have at this stage of the game, don't hesitate to write or call us."

A typical reply read: "Dear Stuie: Thank you very much for . . . placing my name on your mailing list . . . You are doing an excellent job of 'selling the future!' If you keep it up you are going to be oversold before you start—and won't even have any 'first run' kraft to offer . . ."

Almost daily, Daniels receives mail addressed "Dear Stuie," asking for more copies and permission to quote the series. And comments touch on both the mill and its future product.

By last Christmas, mill construction was still in its early stages and "right on schedule." Daniels was also "on schedule," having mailed out six Progress Reports. His December 4 message looked into the future and was (and still is) widely quoted. It was reprinted in part by both *Paper & Paper Products* magazine and the Paper and Twine Association newsletter, giving G-P virtually complete

coverage of the paper market. Daniels wrote:

"Ordinarily at this time of year we send a word of greeting to our friends in the industry, and a word of appreciation to our customers. Just because we haven't sent out any invoices yet is no reason for making an exception of this year—which incidentally has whirled by faster than any we can remember."

"It has been a year marked by unusual activity on the part of the professional soothsayers . . . and by solemn warnings of impending over-production . . .

"We've been asked about that. And because we're putting Toledo aboard what some people consider to be an already overloaded band wagon, we're glad to tell you what our own little crystal ball shows.

"As the smoke clears, we see some fundamentals. The first is that the consumption of paper . . . pretty directly reflects the standard of living. Paper has often been called 'the yardstick of civilization' . . .

"Hence, to say that this new capacity is not going to be needed is to say that it exceeds the rate at which we can expect civilization and living standards to advance from here on



HOW LEADING MANUFACTURERS DELIVER SALES TO THEIR OUTLETS

These are but a few of the more than four thousand manufacturers who are delivering sales to their outlets with Trade Mark Service in the Yellow Pages of telephone directories.

With Trade Mark Service, prospects quickly find your local dealers, distributors, wholesalers or branch offices under your trademark in the Yellow Pages.

And by displaying the Yellow Pages emblem, shown below, in your magazine, newspaper and TV advertising, you add more mileage to your national advertising dollars and cash in on national and local promotion by telephone companies.

Call the Trade Mark Service representative at your telephone business office for further information.



Displaying the Yellow Pages emblem
in your advertising means more sales for your dealers.



out . . . not just in this country, but all over the world. And if that's true, it doesn't make much difference whether we put our money (and faith) in paper mills or under the mattress.

"More smoke: . . . As it clears, we see something we had almost forgotten in the long years of a relatively tight market; that a little surplus capacity is a healthy thing—necessary to sound growth. It provides both incentive and machine-time for the exploration and development of new uses and new markets, both of which are neglected when the demand for established uses and from old customers exceeds the supply . . ."

In reply, one kraft paper user (a future Georgia-Pacific kraft user?) wrote:

"I have thoroughly enjoyed all of the letters in your series' . . . Particularly, your letter of December 4 has highlighted several thoughts about which I feel very strongly.

" . . . I would appreciate receiving additional copies of your letter, or your approval of my having it reproduced for distribution to our sales force.

"I think the way you have de-

scribed the situation is both adequate and inspiring . . ."

Another packager wrote: "Dear Stuie: Your hand has never lost its skill. That Industry Progress Report of yours was a real humdinger.

"You make what would otherwise be dry reading actually come alive. And I for one got a real big kick out of it.

" . . . As you say, there's a real sales challenge facing us. And . . . that's only good for us. So, by digging in hard we can face the future with our hopes riding high that man can and will build that better world for all of us to work and live in . . ."

At the beginning of this year, when other companies were sending out annual reports, Daniels mailed aerial photographs of construction progress, along with the "architect's promise of what the finished job will look like." He reported:

" . . . At Toledo things are really moving! A dozen major projects . . . are going on at the same time, like a three-ring circus. Trucks and tractors drive road construction crews around, and the deep thud of the 100-ft. pile driver provides a bass accompaniment for the staccato rap-

ping of the carpenters' hammers as they fashion forms a few feet ahead of the boys pouring concrete.

"In the center of this little beehive, the office building has been completed and is already occupied by the nucleus of our local organization. We're not quite ready to invite you to a house warming—but we're still on schedule . . .

"And that's our Annual Report for 1956."

When the time came for Progress Report No. 8, Daniels thought "the prosaic details of construction progress might get to be a bit boring. To break the monotony, we thought we'd . . . tell you a little something about the process we are going to use at Toledo. In that way, you'll know all about it by the time we're ready to talk business."

Paper for the Bag

Thus began a personal yet informative series of step-by-step reports on how kraft paper will be manufactured by Georgia-Pacific. Written in non-technical terms and "checked by a co-editor who does know his stuff . . ." these reports have been designed to "explain why someone has to put up many millions of dollars before your wife can carry the family groceries home in a paper bag."

With the advent of this series, even more men in the paper industry wrote to Daniels. Many executives heard of the series by word of mouth and asked to be placed on the mailing list. Others offered congratulations.

From a paper bag company:

"Your . . . reports certainly make a wonderful contribution to our library here. Mind you, these letters do not come to rest in the library until after they have been circulated throughout the sales and technical offices. Even then, I refer to them every once in a while . . ."

"As a potential first customer on first-run pulp, we want you to keep our name on your active mailing list . . ."

Today Daniels is sending his progress reports coast to coast. And his incoming mail also bears postmarks all the way from California to New York. Through these letters runs the same theme: "You are doing a fine job of selling your future."

The future, as Georgia-Pacific sees it, will bring sales exceeding \$12 million a year once the mill begins operation. That figure pretty well justifies Daniels' plan to sell a product he doesn't have—yet.

For as he wrote in Progress Report No. 5: "Isn't tomorrow's graph the important one?" The End

IT HAPPENS EVERY DAY



YOU FORGET MR. ____ YOU'RE IN NEW YORK WHERE GROCER GRAPHIC REACHES EVERY MEMBER OF THAT COMMITTEE. ASK YOUR AD MEN TO PAVE THE WAY FOR YOU WITH SOME SOLID PITCHES—MUCH EASIER THAT WAY.

IN SEATTLE THE SEATTLE TIMES Reaches 7 out of 9 newspaper reading homes, including 375,680 people not reached by any other Seattle newspaper.

**IT WOULD TAKE
8,737
SCENICRUISERS
TO CARRY THE
EXCLUSIVE READERS
OF
The Seattle Times**

(Based upon Scenicruiser capacity load of 43 persons.)

Your advertisement in *The Seattle Times* is read by a large group of exclusive readers—enough to fill 8,737 large Scenicrusers.

Any advertisement in Seattle falls short of covering the Seattle market by 117,400 family homes unless scheduled in *The Seattle Times*.

Every income group—every section of Seattle—is covered by *The Seattle Times*.

This is the *class coverage—the mass coverage—that leads to sales.*

Ask your O'Mara & Ormsbee man, or ask us, for our new 1957 Circulation and Duplication Study and Report of Seattle newspapers.



**LEADERSHIP
EARNED BY BETTER RESULTS**

The Seattle Times

Member of Consolidated Consumer Analysis Group

SEATTLE'S NEWSPAPER

REPRESENTED BY O'MARA & ORMSBEE, INC.

New York • Detroit • Chicago • Los Angeles • San Francisco

Member Metro Sunday Comics and Metro Rotogravure Groups



**"I learn
daily
from
business
publications"**

says

Carl U. Fauster
Sales Promotion Manager
Libbey Glass Division
Owens-Illinois Glass Company

OWENS-ILLINOIS
GENERAL OFFICES (1) TOLEDO 1, OHIO

LIBBEY GLASS DIVISION

Mr. Lawrence W. Bell
Bill Brothers Publications
New York

Dear Larry:

As a reader I follow business publications because I am ever anxious to know how the other fellow is solving his problems

As an advertiser, it is my opinion that business publications deserve the advertisers' attention, fully as much as do consumer magazines, printed material and other media. I personally review all the business papers in which we invest our advertising dollars. Sometimes when copies of back issues stack up, this reviewing job can appear to be a time-consuming chore, but it always has its reward. In almost every copy reviewed, one or more things of interest and value are noted.

I feel we must always keep learning, if we are to do our best job and I am sure I learn daily from every business publication that is important enough to warrant my attention.

Sincerely,

OWENS-ILLINOIS GLASS COMPANY
Libbey Glass Division

C. U. Fauster
Carl U. Fauster
Sales Promotion Manager

Bill Brothers publications sponsor this series of messages as a service to those who benefit from reading good business publications and those who benefit from advertising in them...often the *same* business men.

We have asked prominent executives to express their own concepts of the business press as an educational force and as an adjunct to sales operations. You'll agree, we're sure, that their ideas apply to *all* good business papers serving business men in all of America's industries, professions and trades.

Glad to send you reprints of their statements, as we publish them. Just get in touch with any one of the Bill Brothers publications listed below.

**BILL BROTHERS
PUBLICATIONS**

FAST FOOD
FLOOR COVERING PROFITS
GROCER GRAPHIC
PLASTICS TECHNOLOGY
PREMIUM PRACTICE
RUBBER WORLD
SALES MANAGEMENT
SALES MEETINGS
TIDE
TIRES Tires MERCHANDISING
YANKEE GROCER



NEW YORK	AKRON
CHICAGO	PHILADELPHIA
SAN FRANCISCO	BOSTON
SANTA BARBARA	Detroit

WORTH WRITING FOR...

Magazine Audiences

Report No. 4, one of five reports in a study of seven publications—*Good Housekeeping*, *Life*, *Look*, *McCall's*, *The Saturday Evening Post*, *This Week*, and *Reader's Digest*. It includes data on audience characteristics and occupations, household possessions and recent purchases for the seven publications. The audience information is presented in three forms: number of readers, their penetration percentage and their composition percentage. In addition, there is information about the total number of reading days for each publication where there is sufficient data. For a copy of "A Study of Seven Publications, Their Audiences and Reading Days," write to John F. Maloney, Research Director, *The Reader's Digest*, Pleasantville, N. Y.

Daytime TV Spots

An analysis of the factors which have contributed to the sales force of daytime TV spots which attracted an advertising investment of over \$1 million in 1956. Employing 1953 as a base year, the report reveals that 17 million families have been added to the TV audience in the past four years—an 80% increase in set saturation. Applying Nielsen sets-in-use to the set ownership data for typical months in 1953 and 1956, it is shown that the average daytime viewership has doubled in this period. This increase in audience, the report points out, has not been reflected in the daytime spot rate trend. In 1953 rates were generally 50% of the nighttime level whereas today they range between 25% and 35% of Class A. This spread has been further enlarged for daytime announcements by the in-

roduction of package plans providing for discounts up to 50% for multiple spot purchases. For the full report, "1957's Greatest TV Value . . . Daytime Announcements via Spot," write to Bob Hutton, Edward Petry & Co., Inc., 3 East 54th St., New York, N. Y.

Home Inventory

This is a study of the home county of Charlotte, N. C., and the eight counties surrounding it, giving the brand preferences and product ownership in 80 product categories. There are detailed breakdowns on brands in: major appliances, automobiles and automobile products, food store products, medicines, soaps and cleaning materials, cosmetics and toilet articles, and general products. Six summary tables show rankings of products and brands broken down by Mecklenburg (Charlotte) County only and the total nine-county area. Copies of "Charlotte Home Inventory" are available from Jack Burney, Research Director, Jefferson Standard Broadcasting Co. (WBT-WBTV), Charlotte, N. C.

Business Trends

Volume III of selected business essays on aspects of business which are in some way new or different, such as new refinements in management consultation . . . advertisers' swing to the subtle soft sell . . . a way to ease labor-management strife . . . new perspectives for the FRB, the SEC. Included in the volume: Management Consultants; How Executives Relax; The Sophisticated Sell; Sunday Selling; Civic-Minded Executives; Trade-In Housing; Trading Stamps;

Employe Stockholders. For a copy of "Some New Patterns in U. S. Business," write to John McLatchie, Advertising Director, *Time*, Time & Life Building, Rockefeller Center, New York, N. Y.

Beauty Preparation Usage

Use of make-up bases, which had remained at about the same level since 1952, showed a 7% increase in 1956. Cream for cleansing has registered a modest decline as have creams for softening or lubricating. In contrast, the new liquid facial cleansers have shown substantial increases during the past three years. Use of face soap, however, remains constant, with some variations in brand preferences. Deodorant usage has increased while anti-perspirants have declined. These are some of the highlights of the "16th Annual Beauty Reader Forum." Copies of the report are available from James B. Boynton, Vice-President, Fawcett Publications, Inc., 67 W. 44th St., New York 36, N. Y.

Tape Recorder Uses

Pocket-size manual which tells how tape recorders are used in management communications and in sales, advertising, personnel and in public relations departments. Each chapter has a number of subdivisions explaining how sales managers, salesmen or factory managers can benefit by using magnetic tape recording. There is also a table listing the reel size and playing time of each of six "Scotch" brand tapes ranging from 150 feet to 3,600 feet and playing times from 3½ minutes to 6 hours. For your copy of "The Tape Recorder in Business and Industry," write to John E. Mikkelsen, Minnesota Mining and Manufacturing Co., 900 Bush St., St. Paul 6, Minn.

Shake hands with the World's Biggest Farmers!

Wallaces' Farmer
46.5%

Pub. A	Pub. B	Pub. C	Pub. D
10.8%	8.8%	7.8%	3.0%

Papers and magazines carrying farming information which farm operators would choose if they could "take only one" — from InFARMation Please, No. 3.

MEET THEM, KNOW THEM and what influences them most in buying decisions through the new "InFARMation Please" No. 3, scientific area sampling survey conducted by the Statistical Laboratory of Iowa State College. Write for free copy, on your letterhead, please!

WALLACES' FARMER and IOWA HOMESTEAD

Richard S. Pierce, Publisher • Des Moines, Iowa



"InFARMation Please" No. 3: "A basic reference for us in marketing and promoting our feed additives and poultry remedies." — Robert E. Ryan, Advertising, Abbott Laboratories.

where does the “hidden” influence hide?

We all hear talk and read promotion about so-called “hidden” buying influences. We are asked to believe that there are men in industry who have an important voice in major buying decisions but do not see salesmen. We are asked to believe that they base their vitally important decisions on hearsay and on what they read in manufacturers’ literature and advertising. *Fiddlesticks.*

We don’t believe it and we doubt that any thoughtful marketing man believes in this figment of the imagination.

But here’s the truth of the matter—

There are important men in industry who are highly selective about whom they see, and when they’ll see them — who are certainly not accessible to any and all solicitors who walk into the plant, like, for instance, subscription canvassers. Also these men may rarely appear on controlled circulation lists.

But these important men are certainly known to any good industrial salesman whose job it is to cover the worthwhile plants in his territory. And that goes double for the local industrial distributor’s salesman who calls

on the specifying and buying influences in the plants he sells monthly, weekly, even daily — the salesman who renders an important product information service — whose very livelihood depends upon his intimate knowledge of all the men who can say “yes” or “no” and make it stick.

So how can you be sure your publication advertising reaches these important hard-to-see men?

The answer is obvious. There’s only one circulation method that can give you the assurance you want, that the specifying and buying influences in the important plants have been identified and covered by a good business publication.

The Franchise-Paid circulation method used by MILL & FACTORY...and here’s how it works.

MILL & FACTORY’s circulation is built by 1,724 industrial salesmen who are in the ideal position to identify the real specifying and buying power — regardless of title.

These men are employed by 147 of the country’s outstanding industrial distributors who pay for the subscriptions to MILL & FACTORY for the men their salesmen identify as being worth their expensive sales time. And regardless of your method of selling, these are the men who must be sold — whether your salesmen do it or whether your advertising must carry a large part of the sales job.

**Mill & Factory reaches the men,
regardless of title,
your salesmen must see to sell.**

mill & factory

NBF CMA

A Conover-Mast publication
205 East 42nd Street
New York 17, N.Y.



THERE'S A SOUND DIFFERENCE

That wonderful sound of WBC's local programs is no accident. It takes a wide-awake, aggressive organization to corral the best disc jockeys in every market . . . fire up the mobile units, beep phones and tape recorders that make on-the-scene news come alive . . . produce local

public service programs that capture national awards.

On top of this, there's the expert programming assistance each station gets from WBC group advisers—programming that makes WBC stations the most listened-to in their areas.

If
sound
you
with
paun



SERVICE



E ON WBC RADIO!

If you want to know how little it costs to put the sound difference on WBC Radio to work for you—if you want proof that *no selling campaign is complete without the WBC stations*—call A. W. "Bink" Dannenbaum, WBC V.P.—Sales, at Murray Hill 7-0808, N.Y.

**WESTINGHOUSE
BROADCASTING
COMPANY, INC.**

RADIO
BOSTON, WBZ-WBZA
PITTSBURGH, KDKA
CLEVELAND, KYW
FORT WAYNE, WOZO
CHICAGO, WIND
PORTLAND, KEX

TELEVISION
BOSTON, WBZ-TV
PITTSBURGH, KDKA-TV
CLEVELAND, KYW-TV
SAN FRANCISCO, KPIX

WIND represented by A M Radio Sales
KPIX represented by The Katz Agency, Inc.
All other WBC stations represented by
Peters, Griffin, Woodward, Inc.

here's a man's bag with a dual personality

This side for... working hours.

Three big file pockets hold conference notes, correspondence, sales literature, catalogs, etc. A full center flap keeps clothes compartment concealed during your business call.



This side for... living.

A big compartment with plenty of room for a couple of days' linen, neckwear, toilet articles, etc.

Center flap keeps this compartment concealed even when case is opened.



Top grain cowhide, several styles and colors. 17" or 18" lengths and 4", 5" or 6" widths. Solid leather handle, reinforced corners, safety lock. At all Luggage and Department stores

Snapak by



We make custom-built bags for your entire organization. Write us for your nearest dealer's name for free quotations.

Leather Goods Co., Inc.
Cincinnati 25, Ohio

New Outdoor Ad Medium: "Rolling Billboards"

A new outdoor advertising medium—"rolling billboards"—has taken to the highways.

A fleet of 1,100 truck trailers is now criss-crossing half the country advertising Pabst Blue Ribbon Beer. The 35' trailers carry signs up to 7' x 30' in color on each side. Signs on the back bear messages in "Scotchlite" for "after dark" exposure.

The fleet is part of a group of 10,000 trailers, owned by 20 separate trucking companies, being organized for advertising purposes by National Trailer Pool Advertising Inc.

Pabst Brewing Co., which claims to be the first brewing company to use network television and radio, is the first major firm to place a contract with NTPA. Space has been leased for 3 years. Morris I. Pickus, NTPA president, says negotiations for rolling billboard advertising are now under way with one of the four big cigarette manufacturers, a soft drink company and a food company.

According to Pickus, the trucks each average 60,000 miles per year and are seen by 8,500 people daily. He quotes 6 cents as the exposure-per-thousand cost. Cost per day, per unit, is less than \$1.

The Pabst-NTPA contract is esti-

mated at \$1 million and a merchandising program which will take the trailer campaign into retail outlets has been planned. The basic theme is: "Pabst Brewing Co. is rolling along, moving its beer 'by the trailer-load' to the nation's consumers."

To give advertisers in-town as well as on-the-highway coverage, NTPA is currently organizing 10,000 pick-up trucks which deliver in major cities. Pickus says these trucks will carry advertising in competition with Railway Express.

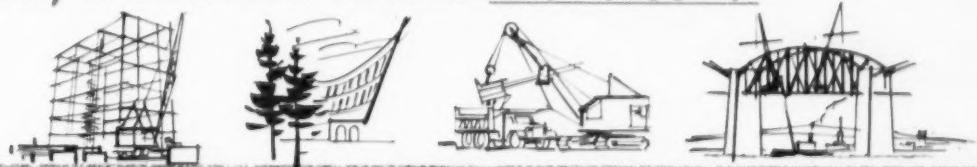


Another First for Pabst



How can you
best cover the
total market for
construction
equipment
and materials?

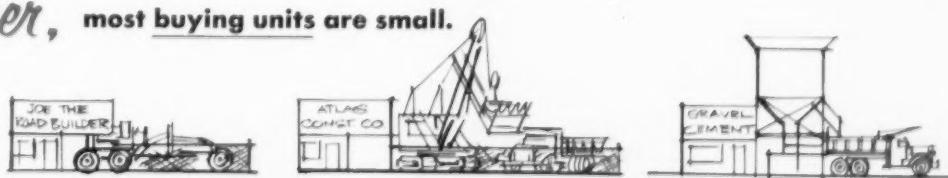
Remember, this market covers not one but many buying groups.



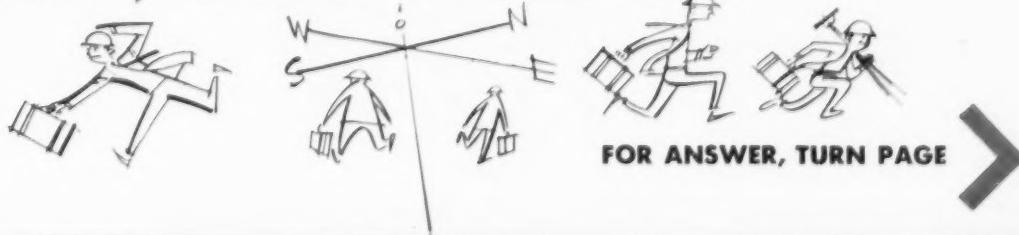
Remember, all types of people take part in purchase decisions.



Remember, most buying units are small.



Remember, people and job sites change frequently.

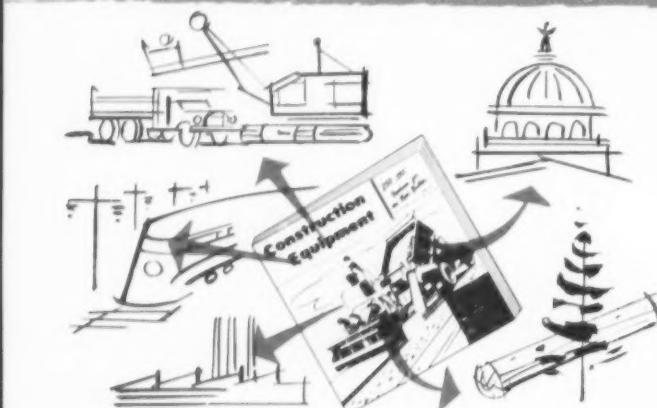


FOR ANSWER, TURN PAGE

Auswer

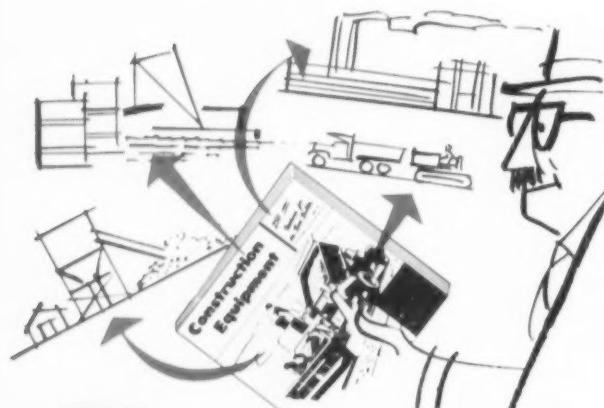
CONSTRUCTION EQUIPMENT

covers total market with
DISTRIBUTOR-PAID CIRCULATION



1.

CONSTRUCTION EQUIPMENT reaches all groups which buy equipment and materials—because our 112 local distributors sell to all these groups.



3.

CONSTRUCTION EQUIPMENT reaches buying units of all sizes. Distributors realize the many small firms put together buy far more than the few big firms.



2.

CONSTRUCTION EQUIPMENT reaches key people—regardless of formal title—who wield the most buying influence. Distributor salesmen pinpoint them through everyday contact.



4.

CONSTRUCTION EQUIPMENT reaches field units, new firms, new executives—because distributor salesmen report name and address changes as they occur.

Here's How



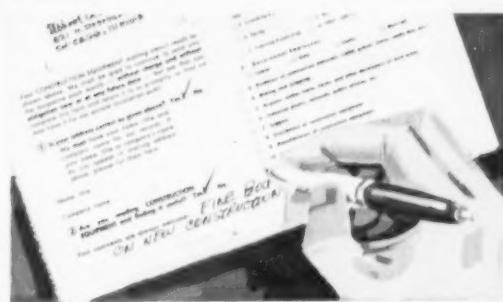
Local distributors must know who does the buying. Few markets are more local than construction . . . and local distributors handle 90% of sales. With skilled staffs of field salesmen they scour their territories . . . get to know the right people in the right organizations which buy construction equipment and materials.

Distributors pinpoint READERS who BUY



Distributors buy subscriptions for worthwhile sales prospects. They take special care in directing Construction Equipment to people with real buying influence. Distributor-paid circulation pinpoints many buyers whose names don't appear in directories . . . who are unknown to any circulation promoters or subscription canvassers.

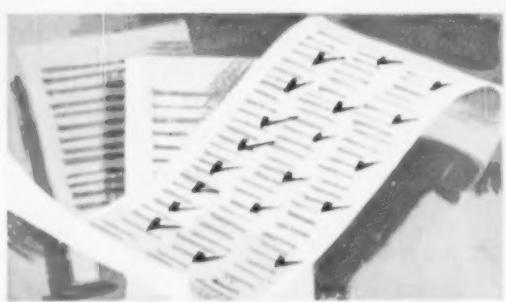
Here's How



Survey system culls out non-readers. Construction Equipment takes a giant step beyond verification—which merely checks address accuracy—to Certification, which separates readers from non-readers. At regular intervals each recipient is asked:

- Do you read Construction Equipment and find it useful?
- Do you wish to continue receiving it?

Certification pinpoints BUYERS who READ

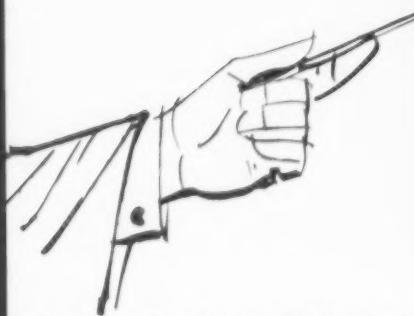


Constant checking keeps list up to date. Most readers say "yes" to both Certification questions. The few who don't are replaced at once with new readers. Certification also checks high (96.7%) accuracy of distributor address lists. In addition, Construction Equipment's list is kept up to date by monthly reports from 1,200 distributor field salesmen.



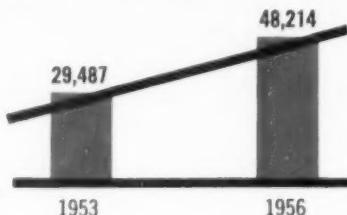
Proof

that distributor-paid circulation is right for construction and right for you



NOT ONLY INQUIRIES—BUT SALES

Smart companies keep track of inquiries. How many from CE... how many from C&E... how many from CM&E. They follow through on sales results to check quality. Most companies keeping records say CONSTRUCTION EQUIPMENT leads the group—not only in number of inquiries, but in traceable sales, too. Reason: CONSTRUCTION EQUIPMENT readers must have proven buying influence or they can't get subscriptions.



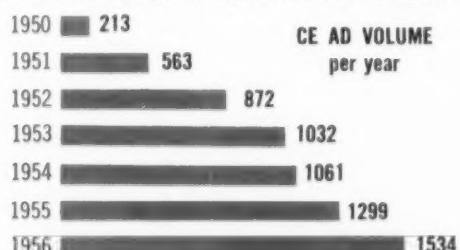
Construction Equipment	3,579
Engineering News-Record	3,177
Roads & Streets	2,812
Contractors & Engineers	2,431
Construction Methods	2,225

MANUFACTURER SURVEYS SHOW CONSTRUCTION EQUIPMENT IS MOST-READ MAGAZINE

While magazine-sponsored surveys can prove anything, manufacturer surveys show the real picture. Fifteen leading makers of equipment and materials have polled *their own customers* on readership. They asked, "Which magazines do you read regularly?" CONSTRUCTION EQUIPMENT was the one customers chose most often. When you combine the right editorial package with the right circulation method you're bound to win.

FASTEST ADVERTISING GROWTH IN THE INDUSTRY

From a standing start in 1949, CONSTRUCTION EQUIPMENT has shot up to become one of America's larger business papers. We owe it all to giving advertisers the sales results they want. Promotion couldn't have done it. Salesmanship couldn't have done it. The only way a magazine grows fast is when satisfied advertisers come back every year with larger contracts.



CONSTRUCTION EQUIPMENT 205 East 42nd Street, New York 17, N.Y.

- Maybe I'm missing something. Send your man around.
- Aw, you're full of horseradish. What about

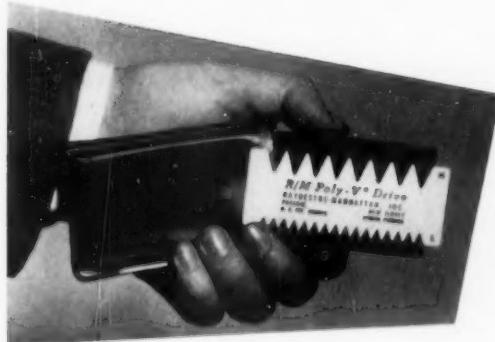
Name _____ Title _____
 Company _____
 Street _____ City _____ State _____

A CONOVER-MAST
PUBLICATION

**Construction
Equipment**
Construction's largest, liveliest monthly

Test Samples:

Powerful Sales Aids For Selling to Industry



DOVETAILING of Poly-V-Drive's toothed belting with a molded plastic piece representing a pulley is cleverly shown in this three-piece test sample.

They're powerful because they establish proof of performance. But typical sample-users point out the need for careful screening of requests in order to hold costs of sampling within reason.

By ETNA M. KELLEY

"Sampling is absolutely essential in industrial selling."

Such is the consensus among executives of 30 representative industrials who provided SALES MANAGEMENT with some facts about their own sampling techniques.

Some of them spelled out the importance of sampling for such special purposes as introducing new products, opening new accounts, finding new uses and applications for products.

Says R. E. Vicklund, manager, of sales and development, Sindar Corp., makers of industrial aromatics and chemicals: "It is practically axiomatic that the more widely a product is sampled and used, the more new applications are found for it. With some of our products, 80% of the sales are accounted for by uses not envisioned when they were introduced."

R. S. Argyle, advertising manager for Dow Corning, says: "Silicones have been commercially available only 14 years . . . are initially somewhat more costly than competitive organic materials. The prospect must demonstrate to his own satisfaction the economies and advantages of using silicones in his product or process."

Another firm, which estimates the cost of an individual sampling operation at \$50 and up, insists upon furnishing samples for the prospect to test to be certain the product is right for the application the prospect has in mind. This company obviously feels that it can't afford a failure, sees sample-testing both as a sales aid and a form of insurance.

D. D. Wheeler, sales manager, Titanium Alloys (TAM Zirconium, Titanium products) expresses the view that experimental samples are absolutely necessary when a firm is pioneering unknown chemical compounds and attempting to excite interest in their use by analogy and fragmentary laboratory information.

Four-fifths of the firms supplying sampling data mention the availability of samples either regularly or occasionally in their advertising in industrial business papers, through direct mail pieces, or verbally through their sales staffs, some using two or all three channels. Several offer them for special purposes, such as the introduction of a new product.

One respondent says: "Our publication advertising contains no specific mention of samples, but we expect it

to evoke requests for them from serious potential users." In other words, the company considers a spontaneous request for samples more significant than one inspired by a direct offer in advertising copy.

A problem confronting many manufacturers is that of attracting requests for samples from legitimate prospects while warding off those from unlikely purchasers or the merely curious. This can be a serious consideration when products are expensive or, even if not expensive, bulky or expensive to ship. Continental Steel Corporation's Industrial Division manager, E. K. Wright, estimates that each sample shipped costs the firm at least \$50, and some run much higher. Titanium Alloy Mfg. Division, National Lead Co., furnishes samples in a range from one-ounce quantities sent by air mail to Europe up to car-load quantities furnished to large potential users.

The majority of executives queried for this roundup stressed the need for judicious screening of requests for samples as a means for holding costs within reasonable limits.

Sometimes demonstration of the product takes the place of giving per-

sales managers —pamper that ulcer!

Put on this

PREPARED SALES MEETING



title:

"By-passing Sales Resistance"

Here, in one package, is everything you need to stage a hard-hitting sales meeting—at small cost and with extremely little preparation. Dramatic film highlights create deep, lasting impressions of successful selling methods. Used by leading companies the nation over. Effective for any type of business.

ALL FOR JUST \$35.00

COMPLETE TEXT — for step by step guidance. Contains instructions, remarks which you may read or improvise upon, questionnaires that reveal individual selling weaknesses, sales problems to stimulate discussion, summarized highlights and send-home follow-up material.

STRIPFILM—Dramatic visual presentation proves to your men that most "sales resistance" isn't resistance at all—shows them techniques of by-passing this artificial "resistance" to make more sales.

SOUND RECORDING—narration by Harlow Wilcox puts the message across clearly, forcefully, convincingly.

ORDER NOW

Send us your check for \$35.00 now and save shipping costs (or we can bill you if you prefer). If material does not meet your need you may return it and pay only the small service charge of \$10.00 to cover the cost of handling, plus postage both ways.

BETTER SELLING BUREAU

6106 Santa Monica Boulevard
Los Angeles 38, California

manent possession of the sample to the prospect. This may be achieved at conventions or other meetings, or during personal calls.

As an instance, there is the Manhattan Rubber Division of Raybestos-Manhattan, Inc., which "has a problem in sampling," according to J. J. De Mario, advertising manager, "because of the variety, types, sizes of products and methods of distribution." In general, Manhattan does not give samples away, but demonstrates them, this being all that is needed.

Thompson. "It is the qualities imparted by our product which are important. Therefore, we have decided to offer to supply testing quantities based upon the problems and needs of prospects. We try, so far as possible, to have sales representatives organize this phase of sampling, since proper handling is required for best effect. Our salesmen carry a small supply (about 50 pounds) of the product in their automobiles when making calls."

Methods of delivering samples differ widely, even inside individual companies. The type of product and its size and weight, the urgency of the request, the potential business to be expected—all have a bearing on the manner of delivery.

More than four-fifths of those participating in our survey use the mail, at least on occasion, to deliver samples; about one-half handle sampling through their own or distributor salesmen, or both; about one-third use trucks (usually for local deliveries); almost one-third use Railway Express. Several report doing their sampling chiefly at trade shows, meetings and conventions. Almost all companies use two or more methods.

A company that mentioned only one form of delivery was Witco Chemical Co., whose executive vice-president, William Wishnick, says: "Samples are sent direct from our Central Laboratory to insure that they are from current production and quality material. Since most are in small quantities (4 oz.) they are normally sent via parcel post."

Delivery Varies

By way of contrast, Continental Steel Corp. uses several methods: parcel post for small lots, Railway Express for larger quantities; sometimes samples are included with shipments of products ordered and paid for. Also, "It is a common practice to have our own salesman deliver the sample direct to the customer's plant."

Titanium Alloy Mfg. Division, National Lead Co., which sends all samples directly from the plant at Niagara Falls, recently adopted a new sample package, with solids sent in small plastic containers with pressure covers similar to those used for refrigerator dishes; and liquids in one-pint plastic bottles. Depending on quantities, parcel post, express and (for standard packages) trucks are used. In those rare cases where special action is necessary, sales personnel or distributors may handle deliveries.

Though a number of firms sur-



C. J. Backstrand

Human Relations In Selling

In recent commercial history, there have been two types of salesmen. The first was the drummer, and the second is the salesman as we know him today. We remember the drummer as one who was not above selling something people didn't want, as a fast talker, a pusher, and a man of little conscience. Today's typical salesman on the other hand, is the representative of a reputable supplier, who has a good product, knows it thoroughly, and is a man of integrity.

We know all good salesmen are *customer minded*. The human relations of selling are compressed in that one basic idea —*being customer minded*.

A second human relations principle to apply to our selling is that we must be motivated by an honest and sincere desire to *help* the customer. The key words here are honesty and sincerity, for human beings possess a sixth sense in their dealings with each other. When one man dislikes another, it is virtually impossible to hide that fact under a surface appearance of friendship. The other man can perceive — can sense — that he is disliked. This applies also to selling. If we are not honestly *customer minded* — if we are not sincerely interested in helping the customer — he will sense it and react accordingly. Merely going through the motions of helping him is not enough.

From an address by C. J. Backstrand, President, Armstrong Cork Co.

Mike Todd Says:

"Everywhere there are businessmen who are better showmen than we who say we're in show business," declared Michael Todd, producer of "Around the World in 80 Days," and third husband of Elizabeth Taylor in a lecture at Graduate School of Business Administration, Harvard University, recently.

Todd was referring, according to *The Wall St. Journal*, to the fact that many businesses nowadays, notably the auto companies, spend millions to make sure they are producing just what the public wants. That is the proper mark of a showman, Todd declared. "Public acceptance is my barometer of success," he continued. "I want everybody to be my potential customer."

THE GREATEST BARGAIN IN PRESENTATION CASES

NOW **\$7.95**

SIZE: 11" x 14" x 2" VERTICAL
F.O.B. NEW YORK CITY
CASH WITH ORDER

sold for years at \$16.00

Check these Exclusive Features

- Frames of $\frac{1}{4}$ " plywood
- Handsomely bound in colored leatherette of your choice.
- Compact, light, easy to carry
- Sturdy, durable, can be used and re-used
- Protects presentations from dirt and weather
- Easy to use, pages interchangeable without fuss with hinges
- Exclusive patented design



*Reg. U.S. Pat. Offce

INCREASED DEMAND ENABLES US TO MASS-PRODUCE AT REDUCED COSTS

For years this patented RAPID Box Easel has had no peers in quality, design or adaptability. Its light construction, durability and versatility have made it a popular visual aid device with sales managers, salesmen, government agencies and educators for visual education, sales meetings, sales training and sales. With each year its popularity has so increased that we can now mass-produce it at considerable saving to you.

COLOR CHOICE

- black • blue
- brown • green
- maroon • red

BLANK COLORED FILLER TO FIT

in packs of 30 sheets

65lb. stock @ \$1.75

130lb. stock @ \$2.75

Try them on our money-back guarantee

Order three easels or more. (we cannot ship less than three easels at this low price) Enclose check with order, and specify colors of your choice. If easels are in any way unsatisfactory, return them to us, unused and undamaged, and we will be happy to refund your purchase price.

Send your order to:

RAPID ART SERVICE, INC. (Bindery Dept.)

Visual communication specialists

304 East 45th Street, New York 17, N.Y.

Be sure you have specified colors, quantity, number of fillers and enclosed check with order.



FEDERAL PAPER BOARD COMPANY, INC.

NATIONAL FOLDING BOX DIVISION

MORRIS PAPER MILLS DIVISION

SALES OFFICES: NEW YORK, N.Y.; CHICAGO, ILL.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N.J.; BOSTON AND PALMER, MASS.; CLEVELAND AND STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.; MARION, IND.

FOLDING BOX PLANTS: BOGOTA, N.J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; STEUBENVILLE, OHIO; PITTSBURGH, PA.; MORRIS, ILL.; MARION, IND.; PAPER BOARD MILLS: BOGOTA, N.J.; NEW HAVEN; MONTVILLE AND VERSAILLES, CONN.; MORRIS, ILL.; READING, PA.; STEUBENVILLE, OHIO; WHITE HALL, MD.

veyed claim they have "special routines to speed up delivery of samples," few are specific on this point. Several say that samples usually go out within 24 to 48 hours after receipt of requests, and others say 3 to 4 days. A larger number report that they make deliveries within one to two weeks.

A study of the reports indicates that the speed of furnishing samples depends on such factors as the urgency of the request and, at times, who makes it. If a valued customer or a potentially good prospect telephones or telegraphs for samples, chances are that red tape will be cut and delivery will be prompt. If the request is received in the sales office, it may be relayed by telephone, telegraph or teletype to the plant from which delivery is to be handled. If the request comes through a sales or development engineer, whose voice is important in bringing about large orders, response may be almost lightning-quick.

Fast Action

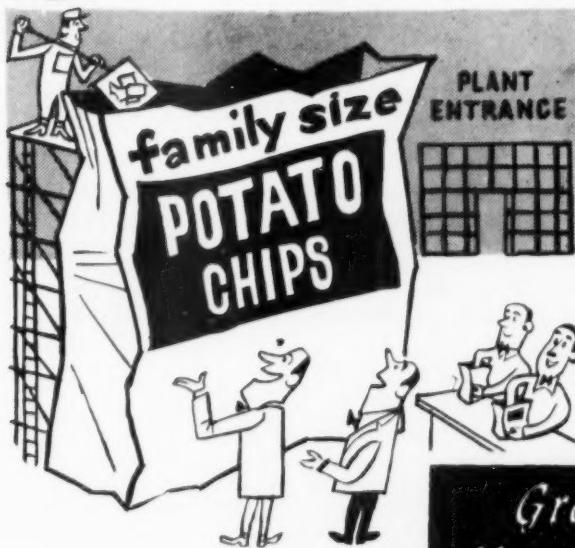
One executive sums it up: "If a company's size, location and financial rating indicate there might be substantial business for us, we respond quickly to a demand for samples."

It is common practice for the company to send a covering letter, either when acknowledging the request or when samples are shipped. The letter usually lists what is being sent and by what method; technical data or other literature are generally enclosed; sometimes price lists. Often there is mention of the request and from whom, or how, it was received. There may be a referral to a branch or distributor's office.

Copies are usually sent to salesmen in the field, or to branch or distributor managers or sales representatives. A study of the reports indicates that, as a rule, the vigor and manner of follow-up is left pretty much to the discretion of the branch office or salesman in the field. Salesmen are usually notified regarding inquiries and delivery of samples, sometimes directly, and sometimes through branch managers or other local sales directors. At times the form on which such notification is given includes a detachable slip for the salesman's report. Scott Paper Company's industrial products manager, B. B. Roens, describes his campaign policy: "We have an inquiry follow-up form which goes to the district manager immediately upon receipt of the sample request. He reports the result to us."

The End

"This is the size we use for the Growing Greensboro Market!"



Crunch your way through North Carolina's most tasty market via the News and Record. Circulation's over 100,000—and each copy averages 4-part readership. There are 4.3 million consumers in North Carolina—and a healthy one-sixth of them live in our 12 county ABC Trading Area. They account for a fifth of the state's \$3 billion annual retail sales. Reach them in the Greensboro News and Record.

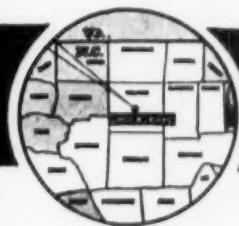
Only medium with dominant coverage in the Greensboro 12 County ABC Market and selling influence in over half of North Carolina!

Sales Management Figures

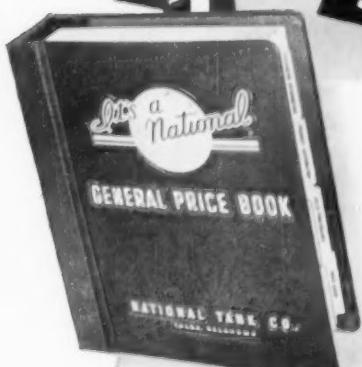
*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



HEINN
Stimulates
**CREATIVE
SELLING**



With always-current, Colorific-indexed catalogs in Heinn Loose-Leaf Binders, salesmen and dealers find three-second answers instead of fumbling for information.

They free their minds for creative selling — new sales arguments, marketing suggestions, new tie-ins with other products. Your sales go up and selling costs drop in relation to volume.

Nearly 90% of sales executives contacted in a recent survey said that Heinn Loose-Leaf Binders had helped their salesmen and dealers. Such help invariably opens the way to creative selling . . . so you can close more sales!

HEINN

Copyright 1957, by The Heinn Company, Milwaukee

MAY 17, 1957

Sales-fashioned Heinn Loose-Leaf Binders make your salesmen more productive, keep your product messages before dealers between sales calls, reduce order correspondence and impress your trade. Thousands of sales executives know these facts because they're Heinn customers. You can learn the sales-making Heinn plan by mailing this coupon:

THE HEINN COMPANY, 214 W. Florida St., Milwaukee 4, Wis.
We are listing quantities of items on which we'd like complete information:

- Salesman's Catalog Binders
- Doctor Catalog Binders
- Manual Covers (Sales, Service, Parts)
- Price Books
- Colorific Indexes
- Send "Parts of Your Finger Tips," Heinn's new booklet for the catalog planner.
- Have your representative call.

Name _____

Firm _____

Address _____

City _____

State _____

What good is business

No one is in a better position to give a hard-boiled, practical answer to this question than the men who spend their working lives on the sales front...the men the ads are supposed to help...the men who sell.

Here are the statements of salesmen who know what advertising does for them when it appears in the industrial, trade or professional publications that serve the specialized markets to which they sell:



William F. Mattes, Jr.
Lamp Division,
General Electric

Sells retailers

Says Mr. Mattes: "My selling is mostly with the headquarters offices of chains—variety stores and food stores. Matter of fact, some of these chains, particularly in the variety store field, do not permit salesmen to call on store managers. They prefer to interview sales people at headquarters, and then send out mimeographed letters to their districts and store managers.

"This makes our trade ads doubly important—they have to take the place of salesmen with the individual store manager or department manager; and they add color and pictures and enthusiasm to the letters that are passed down from headquarters.

"In the old days, the idea of trade paper advertising would simply be to say: 'Stock General Electric lamps, they have the best customer preference.' Today the tendency is to be more specific, to show pictures of the product, illustrations of displays, and pertinent merchandising information. For instance, it is a good merchandising service to be able to tell chain retailers the proportionate popularity of different size bulbs, different colors and types, so that the best merchandising effort is made on the fast selling items. Any facts like these in our trade advertising help the chain store managers and so, of course, make our sales effort that much easier and more productive.

specialized

"Trade advertising very definitely helped us introduce and sell packaged light bulbs. Half our unit sales come in bulbs in the 25 to 100 watt range. Knowing this, we put these popular sizes in a handy 4-bulb package. Merchandising bulbs in packages was quite a revolutionary idea when we first introduced them ten years ago, and trade advertising was used to help sell the idea to store managers. Of course, some variety stores still sell loose bulbs, but more and more the trend is toward packaged sales."



Chester Burt
American Hard
Rubber Co.

Sells industry

Says Mr. Burt: "After some years as an inside man at American Hard Rubber, I'm taking on my first sales territory and believe me, I'd be worried if I didn't have good leads from our business paper advertising. They give me something to latch on to. With an advertising lead as a start I find there's a better possibility of something coming from a call than if I made a cold call.

"For one thing, even if the man who sent in the inquiry isn't in a very important position in the company, at least the inquiry gets me through the door and once I'm inside I can work it out.

"Another thing I've found is that I can do a better job of planning my trips if I have some advertising leads. More worthwhile calls can be scheduled and it's possible to accumulate leads

publication advertising?

to make a profitable trip to out-of-the-way areas. Of course, on top of all this, I think that in many cases where I've gotten business, trade advertising has reached some of the people inside that I can't see; like people who leave it to others to interview salesmen, but still have to give the final okay themselves."



Robert E. Furer
Mead Johnson
& Company

Sells physicians

Says Mr. Furer: "I know that our journal advertising gets a message to the physicians I call on. Here's an example.

"Just the first of this year we adopted the Mead Johnson slogan, '*Symbol of Service in Medicine*'. Last week when working in New Haven, I had three physicians say to me, 'How is the *Symbol of Service in Medicine* today?'. They did not get the slogan from me. They must have had their thoughts jell from our advertisements in the ethical specialty journals.

"One very important thing is I know our advertising is selling items for me when that item is not on our list of products to push for the current period. For instance, Sustagen is a hot product we have in our line and it's not on our list this quarter. I love the product. It helps people be well fed and stay on the job. But this quarter my instructions are to put major effort on other items. Every time I'm tempted to deviate from the program and go after the big dollar-volume potential of Sustagen sales, I'm reassured that because of our advertising in the journals it is not being forgotten by my doctor friends. Man, this kind of help keeps you on the ball and helps me utilize the three to five minutes of face-to-face selling I have available to me with my doctor friends."



Frank Kistenberger
Metallizing
Engineering Co., Inc.

Sells industry

Says Mr. Kistenberger: "I happen to know that better than 50% of my sales to new companies can be traced to leads from our business paper advertising. Another 25% of my sales to new owners I close after following up leads that can't be traced directly to our advertising, but I know darn well that that's where they come from because that's about the only place they could learn about our metallizing systems.

"It's been my experience that our trade advertising is getting to the right people. In many cases this man is an executive who is hard to see on a cold call. But he's a guy that will take the time and trouble to read and he's just the one to drum up interest in metallizing down the line in his company. In other words, you get more action if the suggestion comes down to the production department or the plant engineer from this executive."

Why not ask your own salesmen what your company's business publication advertising does for them. If their answers are generally favorable you can be sure that your business publication advertising is really helping them sell. If too many answers are negative it could well pay you to review your advertising objectives—and to make sure the publications that carry your advertising are read by the men who must be sold.

National Business Publications, Inc.



...each of which
serves a specialized market
in a specific industry,
trade or profession.

1413 K Street, N.W., Washington 5, D.C. • STerling 3-7535

Zippo's district sales manager thought prospects might find it refreshing to open at least one piece of mail that wasn't all-fired serious. So he founded the "Let's Have Better Mottoes Association." It's sheer fun, but it's paying business dividends.

Jim Carey's Private War Against Platitudes

By ALLEN PRYMMER

A salesman's productive time on any day is limited by many factors over which he has no control. For instance, he cannot call too early in the morning because prospects want that time to organize the day's work and get incoming mail out of the way. Lunch hours are not standardized; consequently a salesman is reconciled to finding his man out anywhere between 11:00 a.m. and 1:30 p.m.

From 4:00 p.m. on prospects want the rest of the day for outgoing mail. Generally the salesman's productive day is four hours or less.

James Carey, district sales manager of Zippo Manufacturing Co. (cigarette lighters-flints-fluid) in Ohio, Indiana and Michigan, has solved many of his sales call problems and conserved his selling time through an unusual tongue-in-cheek direct mail campaign known as the "Let's Have Better Mottoes Association."

In the first mailing he sent his prospects and customers this letter:

"Most businessmen are tired of those old wall and desk mottoes "Keep Smiling", "This Is My Busy Day" and "Do It Now."

"If you are among that group, then welcome to the Let's Have Better Mottoes Association. The association is unusual—no dues, no committees, no meetings, no assessments. It exists only for the purpose of sending a monthly motto to members, and a letter telling what the association has done during the month. The current letter and motto are enclosed.

"The monthly mottoes you will get are suitable for wall display or desk top. They ridicule the virtues of hard work, success, ambition and efficiency. They poke fun at situations which arise almost daily in every business.

They say what you yourself would say if you had a printing press in your office.

"From time to time you may have a good motto of your own. If so, send it in and if yours is selected for monthly distribution you automatically become president of the association for one month. By the way, the board of governors of the association frowns on inspirational and uplift mottoes.

"As president you are entitled to wear a large badge and a red sash. You will be permitted to ride Joe, the association's parade horse, in the monthly parade of members. Those monthly parades always start and stop at spots where members may rest and refresh themselves."

Carey signed this as "secretary" of the motto association and followed up monthly with 6" x 4" motto cards and letters written in a whimsical way. Each letter mentioned some of his prospects and customers by name, often in a kidding way. Some typical mottoes have been:

"What can you expect of a day that begins with getting up in the morning?"

"Modesty prevents me mentioning my many other virtues."

"I've finished the job. Now, how should it have been done?"

"Here's the solution. Now, what's your problem?"

After 9 months of use Carey has taken stock to see what his out-of-the-ordinary direct mail campaign is doing. There is no doubt but that it has generated considerable good will for him and Zippo. It has put him on friendly "first name" terms with prospects, and when a salesman is called by his first name by prospects whom he has never met, the sale is that

much easier. "Jim" Carey's theory is "When all competitors feature the same quality, price and service the order goes to salesman on friendliest terms with the prospect."

The monthly motto cards and letters have added new prospects to his list. Those who receive the mailings and who see the motto cards displayed in stores or on desks and walls ask to be added to the list.

The monthly direct mail has conserved Carey's sales call time. With a territory as large as his it is a physical impossibility to see each prospect and customer once a month, but he does it via mail. When he does call, there is no wasted waiting time in the cigar store, tobacco jobber's office or drug store. His fame has preceded him through his monthly mailings and even clerks at the counter know who he is. He is given preferred treatment. When he gets to his prospect without waiting he finds that the good will created has minimized the prospect's busyness, his indifference or even antagonism to another salesman coming in.

There is no word about Zippo in the monthly letters and motto cards, but at frequent intervals he includes a simple enclosure devoted to Zippo—often with an order card. Not only does he give a free ride to his sales literature by eliminating separate addressing and postage, but he finds his sales literature is read more thoroughly when it goes out with his motto cards and letters.

The Let's Have Better Mottoes Association direct mail is trademarked and copyrighted and Zippo has the exclusive license in its line of business from Fred Gymer, a Cleveland advertising-sales promotion man who originated the idea.

The End



CLEMENT
CUSTOMERS
"LIVE LONGER"

"Customer life" is traditionally longer at J. W. Clement. Management policy has always been to give each customer the best possible service. Result—37% have done business regularly with Clement for 20 years or longer, 43% are 5 to 19-year veterans, and 20% are newcomers.

This enables Clement to forecast business accurately . . . to keep equipment running and costs down. Another reason why leading businesses take pride in and profit from sharp, clear color printing by Clement—the finest available. It costs no more.

J. W. CLEMENT CO. Manufacturers of Quality Printing

Executive Offices & Plant: 8 LORD STREET, BUFFALO 10, N.Y.

SALES OFFICES: Graybar Bldg., New York, Fisher Bldg., Detroit. SUBSIDIARIES: Pacific Press, Inc., Los Angeles, Phillips & Van Orden Co., San Francisco



8 LORD ST., BUFFALO, N.Y.



246 ERIE ST., BUFFALO, N.Y.



4201 SOUTH SOTO ST., LOS ANGELES, CAL.



870 BRANNAN ST., SAN FRANCISCO, CAL.

HE'S PLANNING A NEW
CATALOG IN THE DARK.
HE DOESN'T KNOW ABOUT THE
CATALOG COVER SELECTOR



**NATIONAL
BLANK BOOK
COMPANY**

Holyoke, Mass.

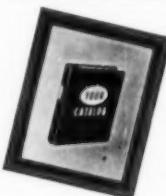


YOUR NATIONAL STATIONER can save you a load of work and headaches when it comes to planning your new catalog or sales manual. How? By showing you what your catalog can look like physically *before you spend a dime*. The Catalog Cover Selector shows you much more than just covers or binding materials. It shows a wide choice of color stampings, stock mechanisms, embossing effects, indexes — the whole works!

After you have made your decision as to what combination of components you want — you have something *tangible* to show others in your organization — still without spending a penny.

Why plan in the dark? Do it the easy way — call your National Blank Book Stationer today and tell him to bring up the National Catalog Cover Selector*. There's no obligation.

* or write us at Holyoke for 4-colored folder about National's custom designed catalog covers.



"NO, SIR! We Don't Believe In Cooperative Advertising!"

Coopers' been through the mill . . . and today its policy is clean, clean cut and totally arbitrary. It grants absolutely no co-op allowances to retailers, yet—while its competitors feature co-op ad programs—its Jockey brand leads the men's underwear field in sales. Why does it work?

By J. H. WYSS Vice-President, Marketing, Coopers, Inc.

At Coopers, Inc., we leave co-op programs to our competitors—we're satisfied to hang on to the No. 1 spot in our industry.

Eighty years old, we make Jockey underwear (it's 22 years old and our best-known brand), and we believe that quality of product is responsible in the main for our success:

1. Consumer research shows that the names "Jockey" and "Coopers" occur to more people first when men's underwear is mentioned.

2. Year after year retailers buy more lineage to advertise Jockey brand underwear than they do for five leading competitors combined — even though we do not spend one cent in cooperative advertising.

The two facts are closely related. The prominence of our brand among consumers is no accident; it has been developed through continuous national advertising. And because of consumer acceptance, our retailers have come to recognize the pre-sold value of the line and are willing to pay for their own advertising of Jockey.

The fact that we do not offer cooperative advertising on nationally distributed Jockey is a paradox to some in this highly competitive industry. Naturally, we do not get complete backing from all of our 10,000 accounts. There are some, very few, who refuse to promote our line. But,

with the changing characteristics of cooperative advertising, our position is becoming more widely understood.

Among those to whom we haven't been able to "sell" our position are the cost-conscious retailers who regard co-op as the irreplaceable plank in any merchandising platform. Unhappily, some buyers, whose basic function it is to select the most salable merchandise, have become advertising "specialists."

Why this topsy-turvy misdirection of effort at retail?

Originally conceived to insure local support for a manufacturer's products, cooperative advertising has in many instances degenerated into a lure dangled by manufacturers in front of prospective buyers. Co-op has turned into a competitive defense weapon,

since some suppliers mistakenly believe they can't keep up with competition unless they offer it. Unfortunately, what was at one time a good idea has become a device for mass rebate or reduction in invoice price. The aim of the co-op program is lost in the maze of deals and bigger deals to counter those offered by competition, and in the battle to offer the biggest concession.

The result of all this is a generally fruitless outlay of millions of advertising dollars. These dollars would be more wisely spent by manufacturers in a national program producing real and measurable results, and by retailers in a local program supporting items that carry the merited prestige of a brand name with the built-in punch of consumer acceptance.

The Man

J. H. Wyss isn't the vacillating type despite the fact that he's jumped back and forth, during the course of his career, between sales and advertising. Now, he's vice-president, marketing, for Coopers, Inc. He's spent 17 years with the company, has come up through the ranks. Started in the advertising department, then switched to sales. Next, he combined the two fields as sales promotion manager. His aim in his new post: to direct the sales efforts toward increased sales promotion at the retail level in key markets.

His Company

Coopers was founded in 1876 by a retired Methodist minister and his four sons, in St. Joseph, Mich. Later it moved to its present headquarters, Kenosha, Wis., when Coopers bought out the Kenosha Klosed Krotch union suit, which eliminated the drop seat! Coopers was the first to package men's underwear, developed the first soft goods dispenser ever used in a department store.

LIVING

FOR YOUNG HOMEMAKERS



Faster circulation turnover after

It has often been said that America's future does not depend as much on her ability to produce as on her ability to consume the goods produced. It behooves everyone in the chain of distribution to work toward this end by carrying a promotional message direct to the consumer. While local advertising is an effective means of moving merchandise, few manufacturers can afford to build the necessary national consumer acceptance through market-to-market local campaigns. Such a co-op program might work in the case of higher ticket style items, depending on the number of outlets the manufacturer has in each market. But in the case of a low-cost, staple item, it would be impossible to develop a thorough local promotional program, nationwide.

While Coopers' distribution is not open to all stores, our goal is to provide for our customers maximum potential profit within a given market. If we determine that retail profits within a given market should reach X amount of dollars, that's what we shoot for, building with desirable retail outlets.

Aside from co-op's lack of distributive force, it often works to the abso-

lute detriment of a retailer's best interest by saddling him with merchandise which he finds hard to sell despite a large promotional budget for the item. Generous co-op programs are not always backed up by strong national advertising programs. Sometimes costs will not permit the latter, and thus a product may be robbed of built-in sales power generated by effective advertising conducted on the potent national level.

Use National Magazines

The effectiveness of our national advertising, which is constantly measured and reviewed, is the most valuable thing we have to offer our accounts. Selection of the right media keeps the program effective. We are currently using national magazines exclusively, supported seasonally by national television coverage, a most efficient means of insuring dealer advertising support. While we don't release figures, our advertising investment is the biggest in our industry, and has increased every year since 1945. We keep Jockey in the lead by continuing to build the value of the Jockey franchise.

Retailers are realizing how valuable their franchise is, as evidenced by figures recently provided us by the Advertising Checking Bureau, Inc. In a study conducted in June, 1956 (biggest month for men's briefs at retail) the Bureau found that dealer advertising for Jockey brand underwear led, for the third consecutive year, the advertising of five other brands which is supported by some form of manufacturer co-op. For all six brands, lineage for Jockey amounted to 31.4% of the total—all paid for by the stores which ran the advertisements.

One would assume, then, that co-op is dead in the underwear industry, that we have no problem in combatting it. However, our salesmen are continually asked, "Why don't you help us out with our ads this spring? Call up your boss, he'll O.K. the deal for us." Of course, the boss won't, and the salesman knows it. So, in order to save a useless long distance call, he simply explains that co-op expense would necessarily mean either a reduction in the higher-than-average markup, or less money spent in national advertising. In either case the dealer would lose, for, as it stands

The LIVING young-married market is the market that never grows old. Through special circulation methods our advertisers are assured a constantly fresh supply of eager-to-buy new readers who replace those whose home goods purchases have been made and who are now "out of the market".

These young homemakers want things *now*, need things *now*, "must buy" now. Only LIVING offers you this ready made, concentrated market—which is constantly bringing you *brand new* prospects for old ones whose homemaking needs are satisfied.

Look at our chart, which outlines the "Must Buy" market. Then ask us for further interesting facts about LIVING'S impact on "Must Buy" young marrieds.

the "must buy" years



Here are the facts

These figures point up the tremendous amount of buying done by young families in the "buying-packed" years of reading LIVING.

	Ownership: New Living Subscribers	Ownership: Recent Ex-living Subscribers	Increase in Ownership In These Most Buy Years
Homes	35.7%	72.2%	102.2%
Refrigerators	61.5	80.4	30.7
Rugs	59.6	88.2	48.0
Electric Ranges	23.8	49.7	108.8
TV Sets	64.6	88.3	36.7
Steel Kitchen Cabinets	10.9	22.7	108.3
Automatic Washing Machines	37.9	67.0	76.8
Hi-Fi Sets	16.4	39.4	140.2
Furnaces	28.7	72.0	150.9

Surprising? Not when you consider the unique position of LIVING'S readership. These "Young Marrieds" are going through a once-in-a-lifetime period of urgent buying, to establish their homes. They need literally everything from the floor up and constantly refer to LIVING for buying guidance.

A STREET & SMITH PUBLICATION, 575 MADISON AVE., NEW YORK 22, N.Y.

LIVING for Young Homemakers Constantly freshens its circulation with MUST BUY readers

now, the Jockey line provides him with the highest profits at a higher rate of turnover because of the overall consumer demand for Jockey brand underwear. To back up his explanation, each salesman carries a printed policy statement covering co-op. Stated in black and white, the policy is clear-cut and leaves little doubt as to our overall practice.

Coopers' stand against cooperative advertising should not be construed as a stand against local advertising generally. We fully realize the need for this function, and know that our product's position is dependent on vigorous local promotion. We recommend a well-balanced advertising program as essential to the success of the retail merchant. We firmly believe that the retailer will enjoy the greatest return by advertising the top items in his store. In so doing he is identifying his store as the primary source for top-quality merchandise at fair prices.

Retailers who make widespread use of cooperative advertising on usually weak brands find that their increased budgets buy more space but less business. And they soon discover that advertising is reflected in proportion to quality rather than quantity.

And who is being helped by blocks and blocks of co-op space? The retailer? Not really. True, he may sell some products, but what about the products he doesn't sell? The manufacturer has already sold his inventory—that went as part of the deal. In effect, then, retailers are paying for a manufacturer's advertising, instead of vice versa.

Must Sacrifice

In the case of a manufacturer who maintains both a cooperative and a national program, one often wonders, "How can he do it?" For, essentially the co-op program means little more than a reduced price. And how can a manufacturer afford to reduce prices and continue his promotion? He has three choices: (1) raise the wholesale price (which pushes the retail price beyond the limits set by quality); (2) cut his own costs by lowering quality; (3) reduce the amount spent for national advertising.

Every retailer should examine his stock to determine whether or not his co-op deal pays off. Is his inventory tied up with carry-over merchandise which is not backed by a continuous national advertising program? That

merchandise, with the 50-50 deal, will have to be moved somehow. And there are only two ways he can do it: He can try to convince an unenthusiastic public that it is really acceptable merchandise. Or he can take the markdown and charge the loss off to a bad buy.

Today's high operating costs call for efficient operation: optimum sales and profit per square foot of selling space. That, in the end, not advertising allowances, determines the success or failure of merchandising.

Progressive merchants are learning that many a "deal" offered them—no matter how generous the allowance—is a better deal for the manufacturer than it is for the retailer. Despite the amount of money lavishly tossed around by manufacturers, valuable selling space is tied up in slow-moving merchandise, holding down sales per square foot growth.

Smart retailers are taking a long look at these offers. They are reaching the conclusion that the "acres of diamonds" line, the established line with consumer acceptance, the line they've been handling in a routine fashion, is the one that should receive full promotional push. **The End**

What's the basic benefit you get from

THE PENTON CENSUS OF MANUFACTURING

Maintained Since 1939 By The Penton Publishing Company, Penton Bldg., Cleveland 13, Ohio
 Publisher of STEEL, FOUNDRY, MACHINE DESIGN, NEW EQUIPMENT DIGEST and AUTOMATION

① Which of the following activities apply to this address?

<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Rebuilding or Repairing
<input type="checkbox"/>	<input type="checkbox"/> Research

3423

New Holland Machine Co. 0953
 Division of Sperry Rand Corp. 058
 New Holland, Penna. 1 C

Att: Frank L. Seyl, Plt. Mgr. PEN

Yale & Towne Mfg. Co. 1150
 405 Lexington Ave., 093
 Chrysler Bldg., 1 B
 New York 17, N.Y.

Att: E. F. Twymann, V.P. PEN

Westinghouse Electric Corp. 0652
 D Street & Erie Ave., 052
 Philadelphia 3h, Penna. 1 I

Att: C. M. Smith, Jr., Supr. of Prod. PEN

SKF Industries, Inc. 0652
 Front St. & Erie Ave., 128
 Philadelphia 3h, Penna. 2d B
 32 1083

Att: Karl Kesselring, V. P. - Oper. Mfg. PEN

Philadelphia Gear Works, Inc. 0952
 G St. below Erie Ave. 101
 Philadelphia 3h, Penna. 1 1
 Q083 PEN

Att: T. E. Marts, P.A. PEN

Stanley-Yankee Tools, Inc.
 Yankee Tools, Inc.
 Div. of Stanley Tools
 Lehigh Ave. & American St.,
 Philadelphia 33, Penna.

Att: W. W. Peterson, V.P. & Acting Mgr. PEN

Minneapolis Honeywell Regulator Co. 0554
 Brown Instruments Div. 170
 Wayne & Hoberts Aves. 1 E
 Philadelphia 3h, Penna. 1023
 PEN

Att: Walter L. Wills, Dir. of Res. PEN

The Budd Co. West
 2450 Hunting Park Ave.
 Philadelphia 32, Penna.

0352
 152
 1 B
 Q073

Authority or influence are

() No
 () Yes () No
 any or its divisions or sub-

Date
Sept. 1958
CENSUS OF MANUFACTURERS
1958 ONLY

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
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PER

et from Penton's million dollar census?

Our million dollar investment in the Penton Continuing Census is paying *you* big dividends.

How? This is a *Continuing* Census. For 16 years it has been combing the market daily for new plants. It is continuously catching the changes—checking on personnel turnover, product diversification and plant expansion throughout this changing market.

All of this gathering of information doesn't help you one iota. It's the way we *use* it that counts.

You may assume your basic benefit from this million dollar census operation is the market research information you get—but that's *not* it. Important and helpful as such data is to so many of our advertisers—that's only a by-product of our census.

What is the basic benefit you get from Penton's Continuing Census? It is *constantly effective coverage* of your markets. We're using our up-to-the-minute census findings constantly to be sure we're reaching the right men in the right plants.

That's what you want. That's what you get from each Penton publication to make your advertising more effective.



the PENTON
Publishing Company

PENTON BUILDING • CLEVELAND 13, OHIO

Pen and Pencil Battle

(continued from page 31)

this to be a necessary burden in implementing a philosophy of fair play."

Sheaffer, on the other hand, in order to service an important segment of the buying public — particularly in metropolitan areas — has added to its list of authorized dealers certain large-volume retail outlets. Some of these would be classified as discount houses.

Says Sheaffer management: "As a long-established manufacturer of writing instruments used by all income groups, we have developed national distribution on a selective dealership basis.

"We will continue to follow this policy of determining which dealers will sell our products. We are adding some selected high-volume mass merchandisers because we recognize that this type of outlet is used by a substantial number of purchasers.

"In fairness to all Sheaffer dealers, we now permit them to price our merchandise in accordance with their own local economic conditions and competing practices."

But Sheaffer emphasizes that it does not sell to discounters who are known to advertise Sheaffer pens at cut prices.

Sheaffer management reports that the abandonment of Fair Trade has not affected sales adversely. Immediately after the change in policy some dealers, particularly in the Midwest, voiced disappointment but "the issue is a dead one now."

Domestic Sales Up

Sheaffer's domestic sales during the fiscal year ended February 29, 1956, climbed to the second highest net sales in the history of the company—\$23 million—and partially offset a substantial decline in foreign sales, which were about \$4 million in 1955, or about a fifth of exports of all United States writing equipment manufacturers. Net sales were \$25,920,815 or 4% below the record sales of \$27,072,821 the previous fiscal year. "Despite this decline," President W. A. Sheaffer II, points out, net income was about the same—\$2,054,042, or \$2.49 a share compared to \$2,176,088 or \$2.64 a share for the preceding year.

"Particularly heartening is the fact that dealers in the United States purchased over a million dollars more of

our products in 1955 than they did the year before." As of March 1, 1956, the company had 34,320 dealers who were being serviced by 131 salesmen.

Sheaffer, smarting under Parker's overseas sales leadership, is avowedly committed to an effort to double its export sales in the next five years.

Sheaffer and Parker are the king pins in the quality pen market. Sheaffer's top quality line which includes its newest product, the Snorkel, bears the "White Dot of Distinction." The lowest priced Sheaffer fountain pen bearing the White Dot is the Statesman, \$15.50. Showpiece of the line, the "Masterpiece" (14K gold), retails at \$110. Parker's highest priced in-line pen is the "51" Presidential "all gold" pen which retails for \$150; with gold Liquid Lead pencil, \$225.

Maybe 60% for Gifts

As to what percentage of Sheaffer's annual output is sold as gifts, management finds it tough to answer. "A conservative figure for the year might be 60%."

Parker, ranked No. 1 in the industry, in 1955 reported a world volume of \$32½ million. But Sheaffer was edging Parker by 2% of sales in the domestic market, as of 1955. In ball-point pens Paper Mate is Parker's leading competitor. But Parker has the Liquid Lead pencil field pretty much to itself. (Liquid Lead is a registered Parker trademark.) In pens priced at \$12.50 and up (the "51" range) Parker's share of the industry is 52%. Parker, too, estimates gift business at 60% of total volume.

In September 1955 when Patrick Frawley, founder of the Paper Mate Co., sold out to the Gillette Co. for \$15.5 million in cash, there were predictions that the ball-point pen would soon push the nib pen into obsolescence. Most of the old-liners fought back and came out with some ball-point pens of their own. They modernized their distributive channels and broadened the entire market until now the industry is actually selling more nibs than ever before.

Paper Mate's dollar volume is now estimated to lead the next four companies combined in the ball-point industry. Its refills and pens are manu-

factured at an increasing rate (over 100 million writing units have been sold) but the company does not release detailed yearly figures.

Paper Mate foreign sales were relatively high, even before the sale to Gillette, particularly in Latin America. Now, with the tremendous foreign distribution facilities of Gillette, Paper Mate expects an intensified export activity and stepped up sales in all markets where Gillette distributes.

No Bandwagon Rider

In the mid-forties the old-liners one by one got on the ball-point bandwagon — all but Parker. In May 1946 *Time* magazine published an article documenting the sales of ball-points in the United States, suggesting that Parker had been "caught napping." Kenneth Parker, then president, lost little time in replying:

"I resent being charged with napping, based on evidence that Parker has not brought out a ball-point pen. It's like charging you with napping because the Curtis Publishing Co. brought out a magazine called *Holiday* and you didn't. Maybe you didn't want to."

"... As long as two years ago our management realized (between naps) that we could make a quick, fast bulge in sales and profits by marketing a ball pen. You don't have to be the seventh son of a seventh son to sell things in a tall-wind market, even a pen which has been described as 'the only pen that will make eight copies and no original.' If and when Parker brings out a ball pen, it won't resemble anything now on the market."

In January 1954, 10 years after the initial ball-point fiasco (Remember Reynolds?), Daniel Parker, grandson of founder George S., announced the company's first ball-point pen. Called the "Jotter," it was different in that it had an oversize cartridge which Parker claims would write five times as much as ordinary ball pens. The cartridge rotated each time the button was pressed, assuring longer wear.

From March 1954, when stocks first reached stores, to January 1955, 3,500,000 Parker Jotters were sold. This despite the fact that the Jotter was priced well above existing ball-points.

During 1954 the company introduced Jotter models ranging from \$2.95 to \$8.75. Some of them were designed as matching companions to the "51" and "21" fountain pens. Production boomed, taxing even the

limits of a new plant, Arrow Park, opened a year earlier.

Sales of Parker ball-point pens for the fiscal year ended February 1956 were the largest since the company entered the field, accounting for around 20% to 25% of the industry's ball-point units. In units, Parker is now second to Paper Mate. Refill business is getting big. (Four out of five pens bought for personal use today are ball-point models.)

Parker's dealers number about 26,000, serviced by 90 salesmen. In order of total sales volume, Parker dealerships rank in this order: jewelry stores, stationers, drug stores, department stores, pen shops, gift shops. Recently its \$2.95 Jotter ball-point pen and its \$2.95 Liquid Lead pencil were introduced through selected wholesalers who distribute through small stores not called on by Parker salesmen.

"This," says Parker management, "is an important departure from our direct-to-retailer distribution policy. However, it is logical and necessary if we are to broaden our market. Instead of the few generalized markets of 20 years ago, we are now selling in markets within markets.

Parker's domestic sales structure

has recently been reorganized and divided into three functional areas: creative, motive and administrative. Two general sales managers now supervise the domestic sales organization: David H. Gullett administers for the eastern half of the country, Carl E. Priest for the western half. Both report to John G. Mack in Janesville, who is responsible for the overall domestic sales program.

\$15 Ball-point Pen

Sheaffer, for its part, marketed the first retractable-tip ball-point pen in 1946. It was priced at \$15. Sheaffer management considered it only a side line to the company's main business, for the gift market. Later Sheaffer climbed on the bandwagon with a ball-point pen—Fineline 500—retailing for \$1.95. Since then it has added to its ball-point pen line: Valient, \$2.95; Sentinel, \$3.95, and Crest, \$7.50.

The management folks at Sheaffer still regard the fountain pen as the company's "bread and butter" item. Markups on fountain pens and ball-points are the same. However, since Sheaffer fountain pens sell anywhere from \$1.95 to \$110 and ball-points

from \$1.95 to \$7.50, the fountain pen profit per unit is greater.

But they're also convinced that "although the ball-point is here to stay, it will never replace the fountain pen or mechanical pencil. The ball-point pen is a functional writing tool which is gaining greater acceptance as a 'second' pen and for everyday use." They see an expanding market for higher-price ball-points sold as gifts.

According to General Sales Manager F. E. Troy, sales of Sheaffer's popular priced ball-points for the period January 1, 1957, through April 15, 1957, were about double those of the same period for the preceding year.

Sheaffer is avowedly after "a \$30-million sales volume for the current year: a larger share of the high-quality pen market; increased sales of low-price writing instruments." A stronger cooperative advertising program is part of the 1957 sales strategy.

Scripto, Inc., is one of the four largest ball-point pen manufacturers in the industry. It may rank first unit for unit—at least the company believes it is first. It sells more than 90 million units, including cartridges, a year.

Growth of the company has been

SPOTLIGHTING

The Rural Southwest With Local Interest!

Localized treatment of ranch and farm news comes first with The Farmer-Stockman, the ONLY farm publication

*Edited Separately for Texas . . .
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This local spotlighting of news and information appeals to the ranchers and farmers of Texas and Oklahoma because it gets closer-to-home . . . talks about *their* needs in their own areas. This localized treatment produces intensive readership for The Farmer-Stockman . . . makes advertising pay off issue-after-issue!

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Dallas 5, Lakewood 1-3121

steady since 1951. In that year sales amounted to \$5,593,266; in 1952, \$5,835,332; in 1953, \$6,840,497; in 1954, \$10,093,880; in 1955, \$15,064,510.

Since its organization in 1923, Scripto has manufactured mechanical pencils, pencil leads and erasers. Fountain pens were added to its line in 1947. Ball-point pens and refill units were added in 1948, and Liquid Lead pencils in 1955. Prices range from 15 cents to \$1.69 per unit.

Waterman Is No. 3

The Waterman Pen Co., inventor of the fountain pen, claims third place in fountain pen sales in the industry. In foreign sales, on an international basis, it claims second place.

Waterman, which has had its ups and downs in the past, is now rapidly moving ahead. Following a short-term period from April 1956 to November of the same year, during which time Gruen Watch Co. held a majority interest in Waterman by a share exchange transaction, L. E. Waterman Pen Co., Ltd., Canada, and its subsidiaries, the Waterman Pen companies of the United States and England are once again under Canadian control. The shares reacquired by Waterman from Gruen were sold to a Canadian group in association with Van Alstyne Noel & Co., New York investing brokers. According to Robert House, Waterman's president, this present arrangement puts the company in an excellent working capital position.

The Esterbrook Pen Co. is thought to be the oldest pen company in the United States. (The statement refers to it as pioneer in making the old-fashioned steel nib pen.) Its trademark has become one of the most widely known in the literate world. In 1956 Esterbrook pens were sold in 111 countries outside of the United States.

Esterbrook claims to be fifth in dollar sales among the pen companies in the United States. Its unit sales are substantially over 5 million a year, and in the area of ink writing desk sets, it is the largest unit producer in the United States.

Esterbrook, a closely held company, publishes no annual reports, but a management source says sales have more than doubled in the past 10 years, with slightly over 20% originating in foreign markets.

Esterbrook's products are generally classified as being in the high-quality utility bracket, where importance is attached to both the commercial and social use of writing instruments. At the present time all Esterbrook fountain pens are lever or vacuum filled.

Pen Association Receives Top Award

The Chamber of Commerce of the United States has just announced that the Fountain Pen & Mechanical Pencil Manufacturers' Association, Inc., is the top 1957 public relations award winner for trade associations of its size for having sponsored The Handwriting Foundation. The award results from the Chamber's Second Annual National Recognition Awards competition.

The Foundation is a nonprofit organization which was established a little over two years ago to stimulate the maximum possible interest in handwriting and to encourage awareness of handwriting by businessmen, educators, parents, students and the public in general. The importance of handwriting to businessmen particularly is being stressed by the Foundation because of the problem of legibility as it effects efficiency and economy. As a result of its program many independent organizations have undertaken handwriting programs of their own.

This is the third top award for accomplishments in the field of public relations awarded the Fountain Pen & Mechanical Pencil Manufacturers' Association and The Handwriting Foundation.

One of Esterbrook's recent products is a ball-point pen which management says "is consistent with our thinking as to the importance of proper functioning. In this area, many years of experiments in the field of mechanics and chemistry brought us to a quick-drying ink. This is in the area of ball-points only."

Maintenance Greater

The same source offers a figure or two to show the importance of refills as a factor in ball-point sales volume: "You can buy a ball-point pen for as low as 12 to 13 cents, or up to a price almost paralleling that of a high-quality fountain pen. In the area of the ball-point pen most commonly considered, namely one which sells at from \$1 to \$5 with a refill retailing at 50 cents, the cost of maintaining an ink supply is probably not less than 15 times the cost of refilling a conventional fountain pen from a two-ounce bottle of fountain-pen ink which retails at 19 cents. At the moment, the maintenance cost of a ball-point pen is much greater than that of the conventional fountain pen."

Responsible surveys indicate that Esterbrook is the No. 1 unit seller among conventional fountain pens in its price range—\$3 to \$5.75. Esterbrook's sales goal for 1957 calls for a minimum increase of 10%. Its major outlets are commercial and social stationers, department stores, pen shops and college book stores. Secondary outlets in many instances



PAPER MATE will spend more this year for advertising than all other pen companies combined. The "Piggy-Back" pen is heavily promoted on network TV. Foot-long pen in photo was created for Godfrey show. With Godfrey is Abe Imhoff, eastern regional sales manager for Paper Mate.



GIFT BUSINESS in pens and pencils is big. Between Labor Day of '56 and Christmas, Sheaffer spent more than \$2 million for TV, magazine and newspaper advertising. Jack Asthalter, general merchandising manager, displays scores of media involved. This year TV is getting two-thirds of the entire appropriation.

are drug stores, jewelers, syndicate and variety stores. A "horseback" estimate of sales outlets, says management, would be 30,000 to 40,000.

Thirty-six-year-old Autopoint Co., division of The Cory Corp., makes both mechanical pencils and ball-point pens.

The company was started by a group of salesmen who broke away from the original Eversharp Co., together with two technical men who had the idea of developing a fool-proof precision-designed tip which would never allow the lead to slip or turn, or particles of lead to jam the mechanism.

In 1930 Union Carbide & Carbon Co. bought controlling interest in Autopoint and operated it until November 1952 when The Cory Corp. purchased it.

The number of units the company now manufactures exceeds 5 million annually.

Autopoint has two channels of distribution: the advertising specialty field and the wholesale-retail stationery field. It has sales representatives—manufacturers' representatives—in retail and wholesale channels and full-time district sales managers throughout the country, with 400 sales representatives under their supervision.

Ranking of Autopoint in the industry is difficult to define. Says management: "We are No. 1 in the mechanical pencil field in the advertising specialty field. As to the over-

the-counter retail stationery trade, we cannot tell truthfully where we rank in relation to other companies. We do know that ours is the leading commercial type of pencil in stationery channels.

"While the trend of the mechanical pencil industry has been in a downward direction since 1950, our pencil business is at an all-time high."

Expansion to Pay Off

Without giving out specific dollar volume figures, President Jules W. Lederer says the company's sales goals for 1957 "should be 60% greater than in 1956 by reason of the development of some things on which we have been working for over two years in the reshaping of the organization—all part of an expansion program started by J. W. Alsdorf, president of The Cory Corp., when I took over as president of Autopoint in January 1955."

As for ball-point pens, Autopoint management believes that they have a large and growing market. "From 1950 through 1955 the ball-point pen industry grew 10 times. Fountain pens will always have a market but we believe it is declining."

"The unit volume on ball-point pens is many times larger than that of fountain pens. As to dollar volume, our guess is that it is close to equal. While there are many more ball-point pens sold than fountain

pens, the average unit price is a good bit lower, of course. As to the percentage of profit in relation to dollar sales, our guess is that it is much higher in fountain pens."

"Insofar as Liquid Lead pencils are concerned, we do not believe that the basic liquid graphite is yet sound enough for us to market and we do not intend to do so until such time as the product is acceptable in the eyes of our experienced people. Liquid graphite separates and does not satisfactorily offer the customer sufficient benefits."

Christmas Volume One-Third

"In terms of mechanical pencils sold as gifts, our percentage of units sold specifically for Christmas is about 30%. We don't figure in the graduation sales volume because ours is not the 'gifty' type of dress-up pencil."

Paper Mate, fair traded before its purchase by Gillette, is currently strictly enforcing its fair trade contracts in those states that have Fair Trade Laws.

The company has no franchise agreement. It sells directly to wholesalers. Sales outlets are drug, tobacco, stationery, department stores, jewelry stores and super markets. It has its own salesmen who operate on a regular jobber-to-dealer relationship. They call on jobbers, wholesalers and dealers. As to the number of retail outlets, since jobbers and wholesalers are so numerous, Paper Mate does not have a breakdown of the number of outlets.

The Paper Mate Co. is headed by R. Niesen Wishbone Harris who is given most of the credit for the growth of Gillette's Toni Home Permanent Division. Last November Harris was elected president of Paper Mate, to succeed its founder, Patrick J. Frawley, Jr. Thomas W. Casey is the new vice-president in charge of sales.

Scripto's products are distributed throughout the United States and territories. Approximately 75 salesmen are employed, and sales are primarily made through approximately 7,500 independent wholesalers and jobbers in the stationery, drug, tobacco, grocery and hardware fields. Direct sales are through variety and drug chains, Armed Forces Post Exchanges and other United States Government departments. The company claims more than 200,000 retail outlets.

With new products or product improvements to introduce to the public, advertising investment by the pen

industry will hit a new high this year. The percent of total sales dollars invested by the industry is relatively high, but specific figures are hard to come by.

Parker, known throughout the business world as a consistent "millionaire advertiser," was the first fountain pen company to advertise on a regular schedule in national magazines. It was also the first to use spread units, radio and television. Its first national advertisement appeared in 1893 in *The Saturday Evening Post*, and it's hardly missed a month of national advertising since then.

Over the last three decades, Parker has spent more money on advertising than any other company in the industry, and continues to do so on a world-wide basis. In the U.S., however, in the past five years, two other companies have challenged Parker's ad leadership: Sheaffer and Paper Mate.

Going back to 1953, Parker's advertising expenditures have increased substantially: 1953, \$2.2 million; 1954, \$3.3; 1955, \$2.7; 1956, \$3.1. The 1957 advertising appropriation will be well over \$3 million.

During early 1956 Parker's ad-

vertising was mainly television, with periodic magazine and cooperative newspaper campaigns. Last September the company dropped the Wyatt Earp television series after a full year's sponsorship and concentrated on print media throughout the Christmas season.

Now, after a seven-month absence, Parker will return to television as part of its national advertising program. There will be intensive use of spot commercials in over 70 markets across the country. Aiming at the May-June gift season, the campaign began in the Southwest late in April. It will feature the company's new automatic-filling fountain pen, the 61. Sixty-second film strips (Cascade Productions, Hollywood) demonstrate the pen's qualities.

Concurrent with the new spot television program, Parker will use 11 national magazines, including the eight-page advertisement in *Coronet*, to push its complete line of fountain pens and ball-points.

The new 61 pen, as bellwether fountain pen for the Parker line, will be emphasized in mass circulation magazines. Continuing the "outer space" theme, full-color advertisements, through Tatham-Laird, Inc., Chicago, are running in *Life*, *The Saturday Evening Post*, *Time*, *Esquire*, *Newsweek*, *Holiday*, *The New Yorker*.

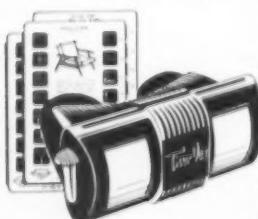
Meanwhile, the Jotter ball-point pen is being featured in the most appropriate of these big-circulation magazines plus *Look*, *The American Weekly*, *This Week*, and independent Sunday supplements.



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If 3-dimension demonstration of your products is included in your plans, then, on cost alone, consideration of Tru-Vue is a must. No other 3-dimension product provides such viewing quality, high fidelity color, and ease of operation at so low a cost. The very appearance and feel of the Tru-Vue 3-D viewer in the customer's hands is a testimonial to the excellence of your products. Before you act, get the Tru-Vue facts. Write, wire or phone. \$1.80 each in 1000 lots (minimum order).

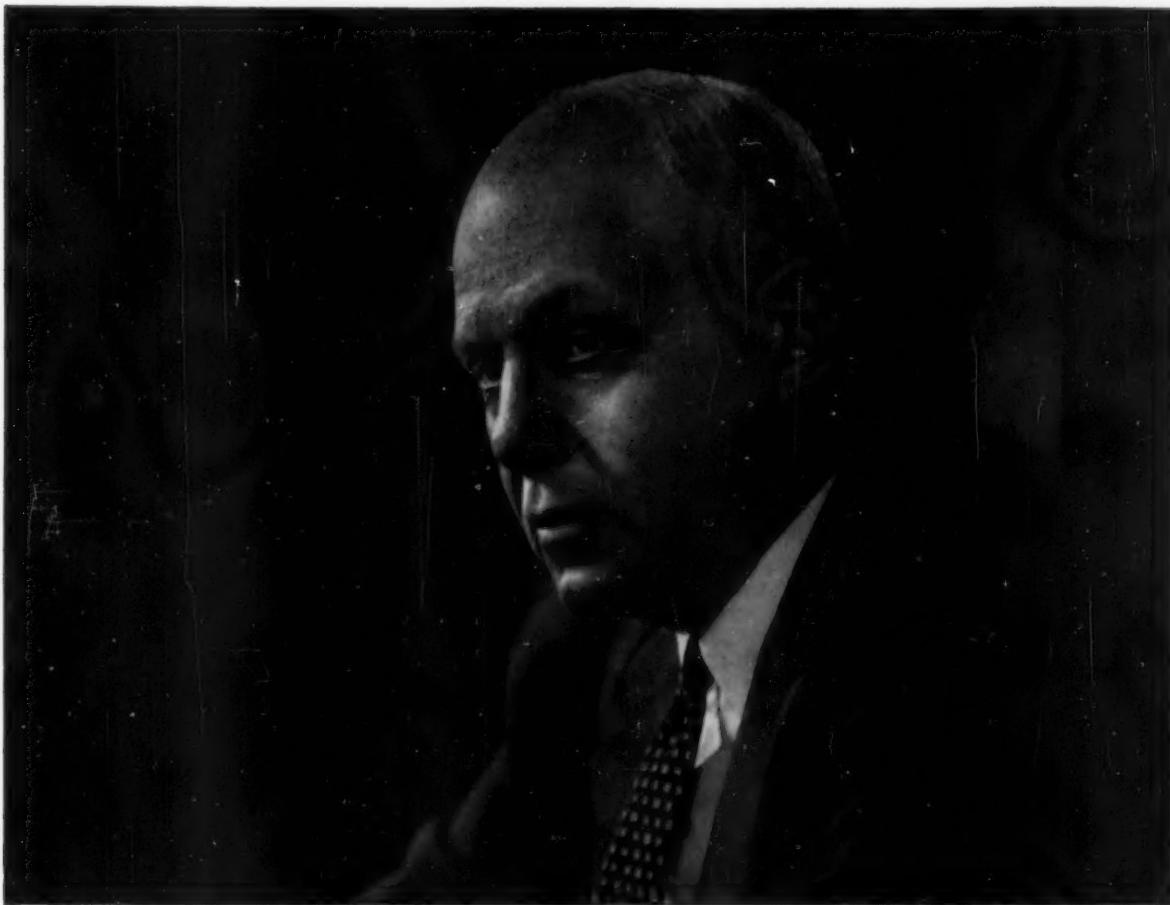


TRU-VUE COMPANY
BEAVERTON, OREGON

Believes in Ad Frequency

"Parker has always been a firm believer in the philosophy of continuity," says George A. Eddy, advertising manager. "Our media list is carefully selected . . . then used with high frequency. We feel that a flashy list of one-shot insertions may impress the trade but the effectiveness of such a campaign on the consumer is very limited. By concentrating our advertising money, we develop more impact . . . and the collateral benefit of lower space rates."

Point-of-purchase material figures heavily in Parker's 1957 sales effort. Says Eddy: "Our advertising will send 35 to 40 out of 100 writing instrument prospects into stores asking for Parker. We seek to hold these people and convert as many of the balance who may favor a competitor or have no brand preference through point-of-purchase material. Parker show cases, motion exhibits, seasonal



GEORGE MEANY

Portrait by Fabian Bachrach

"How can I save"..."Are my savings safe?"

"These two questions are uppermost in the thoughts of the average wage earner.

"Today, some 8 million American wage earners in thousands of industries are finding the answer to both questions in United States Savings Bonds. They are taking advantage of the Payroll Savings Plan to invest in Savings Bonds regularly and automatically where they work.

"Encouraging the wage earner to cultivate the good habit of personal thrift is important to our nation. That's why America's trade unions are giving their wholehearted, active cooperation to the U. S. Savings

Bonds program. It's good for our people. It's good for our country."

**GEORGE MEANY, President
American Federation of Labor—
Congress of Industrial Organization**

Every executive can help his employees to help themselves. If your company does not have the Payroll Savings Plan, or if employee participation in the existing plan is less than 50%, your State Director, U. S. Treasury Department is ready to help you build enrollment. Write today to Savings Bond Division, U. S. Treasury Department, Washington, D. C.

The United States Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and

SALES MANAGEMENT



displays, all serve to influence the consumer and to educate and inspire the retail sales clerk. Visual dominance at the counter is one of our key merchandising objectives."

Sheaffer during 1956 spent a little over \$3 million for advertising, and for 1957 plans to throw in that much or more, through Russell M. Seeds advertising agency, Chicago. For the past year about two-thirds of the Sheaffer appropriation went to television.

For 1957 Sheaffer will continue to give over at least two-thirds of its advertising appropriation to television. Its back-to-school television campaign will include co-sponsorship of "Private Secretary" over CBS Network, plus the television network participation. Magazines in the back-to-school schedule include *Life*, *The Saturday Evening Post*, *Seventeen*, *Esquire*, *Coronet*, *U.S. News and World Report*, *National Geographic*, and such magazines as *Senior and Junior Scholastic*, *Boy's Life*, *American Girl*, *Calling All Girls*, *Compact*, *Scholastic Roto* and *Young Catholic Messenger*. Newspaper advertising mats, spot radio and television commercials and movie trailers are being offered to dealers for use in cooperative advertising. Counter and window displays for dealer use will be keyed to national advertising themes.

One reason for Sheaffer's heavy reliance on television is the conviction of its management, especially 35-

year-old President Walter A. Sheaffer II, that it is "especially valuable when a consumer product has easily demonstrable advantages over competitors' products." He often refers to television as "demonstravision." Says he: "The ability of our dealers to demonstrate the advantages of Sheaffer products at their counters and in their windows has contributed measurably to our company's growth. The advent of mass merchandising techniques and the need for creative preconceived opinions about brand-name products impose on the manufacturer the job of demonstrating product advantages to the consumer even before he reaches the retailer. Television advertising provides a means of doing that."

This year Sheaffer has a new cooperative advertising program designed to give retailers a strong advertising impact at their peak selling periods—April 15-June 30; August 1-September 30; November 1-December 30. During these periods the company's heaviest national advertising and sales promotional programs are scheduled. The new plan gives retailers the opportunity to promote any items in the Sheaffer line which give them the greatest turnover and profit during a given period.

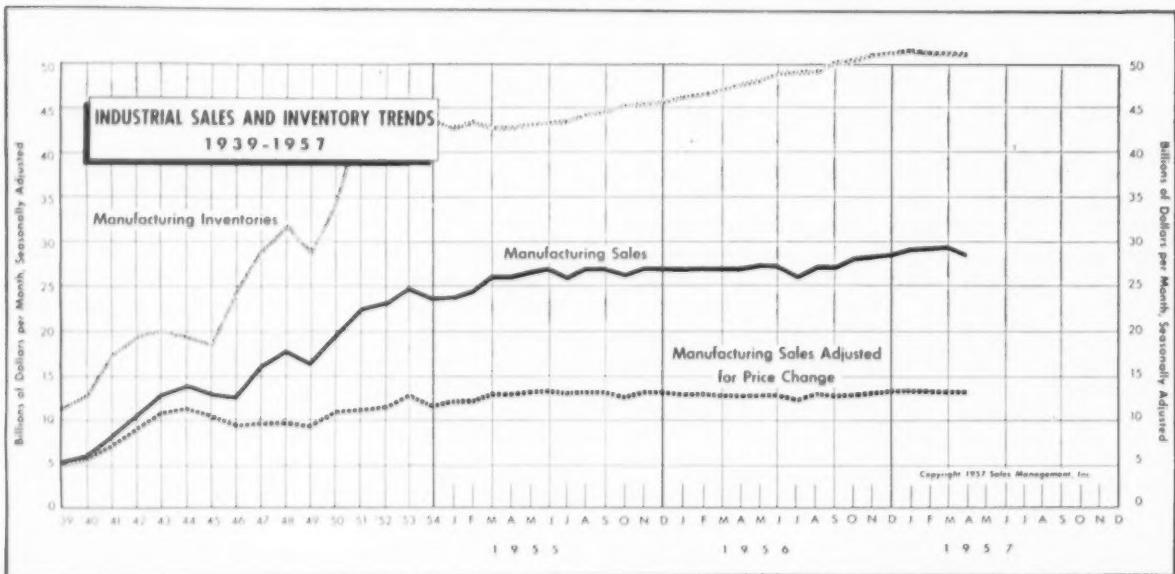
Paper Mate says flatly that its 1957 advertising appropriation will amount to more than all other pen manufacturers combined. Details are not revealed but it is no secret that \$1 million was spent on an eight-week cam-

paign last spring to introduce the new Piggy-Back pen, or that the company's back-to-school campaign was almost as costly, or that Paper Mate's participation in World Series advertising, Gillette Cavalcade of Sports, the Moore-Patterson fight, etc., has been a big-money operation.

Network television advertising includes such top-rated programs as Arthur Godfrey, Art Linkletter, Garry Moore and the Bob Crosby show and heavy participation in Gillette-sponsored special sporting events.

Waterman is currently in the midst of a strong merchandising, marketing, promotional campaign and is broadening its distribution throughout the United States through the use of a consistent advertising program in *The Saturday Evening Post*, Sunday newspaper magazine supplements, and special regional campaigns to increase sales turnover in stronghold markets. It is also stressing its new C/F pen, giving it national exposure based on the theme, "The real writing instrument that refills like a ball-pen."

In addition, Waterman has a new packaging and display program for dealers. It allows the entire Waterman pen line to be self-displayed at point-of-purchase. "This completely integrated, aggressive, creative approach," says President House, "has given Waterman a 'new look' and, at the same time, is being carried out in keeping with the heritage of the company which dictates a responsibility to the writing public."



MANUFACTURERS' SALES dipped slightly in April returning to the seasonally adjusted levels of the last quarter of 1956. Temporary cutbacks in the electrical appliance and furniture and household goods industries reflected the gradual decline in home-building begun in 1956. Only minor

Easter gains in textile and apparel sales and the rather mild upturn in automobile sales combined to dampen the high volume of industrial production in other sectors. Despite indications that 20-month inventory accumulation phase is ending, inventories increased slightly.

Esterbrook's 1957 advertising appropriation will be over \$1 million.

"All of the information at our disposal," says F. W. Wolstencroft, director of advertising and sales promotion, "indicates that we rank fourth in the industry in regard to advertising expenditures and have for some years been the most consistent fountain pen advertiser in magazines. The 1957 appropriation will be given over 100% to printed media and practically all of that in magazines."

Scripto's products are being advertised in such national magazines as *Life*, *The Saturday Evening Post*, *Look*; in Sunday newspaper comics and supplements, daily newspapers, business magazines, outdoor displays, over radio and television.

Scripto products are usually mounted on counter display cards or revolving merchandising units to display the entire line. These revolving units are made of metal and are so constructed as to be used for many years. Over half of the more than 200,000 retail outlets selling the company's products throughout the United States are presently utilizing these merchandisers.

Autopoint's advertising appropriation for 1956, insofar as consumer advertising goes, was negligible by reason of the fact that the company does not have a typical over-the-counter trade insofar as consumers are concerned. It is quite commercial in the character of its pencils and does not have widespread distribution.

The plan for 1957 is to institute a cooperative advertising program at the local level, with retailers in the stationery field.

Autopoint claims to be No. 1 com-

pany in the mechanical pencil field so far as advertising specialties are concerned. Says President Jules W. Lederer: "If I had to guess—and it's purely a guess—as to what percentage of the so-called premium and advertising specialty writing business of the industry we do, I would say that we do over 50% of it."

Currently industry data show a distinct move toward three price brackets . . . and each has a dominant brand or brands:

Bracket 1: Up to \$1, with Scripto leading.

Bracket 2: \$1 through \$2.95, with Paper Mate on top.

Bracket 3: Over \$2.95 and up, with Parker and Sheaffer contending on close to even terms in the United States.

All the major companies in the field are engaged in intensive product research . . . and keeping mum about anything that may be nearing the stage of market test. The U. S. Patent Office is crammed with papers covering thousands of industry ideas and developments. (Parker alone holds 1,500 patents, has spent over a million dollars in the last 10 years to register and patent rights throughout the world.)

Sheaffer is about to introduce a new ball-point which, according to President Walter A. Sheaffer, II, will mark the company's full-scale entry into the ball-pen market.

And what of the pen of the future? This is Daniel Parker's idea: "We see the pen of the future as one which will be neither ball-point nor nib-type as they are now known, but rather will combine benefits of both."

The End

Don't Be a Caterpillar

An odd little beastie is the processionary caterpillar. He feeds on pine needles and moves through the trees in a long procession. His eyes are half closed and his head is snugly fitted against the backside of the fellow ahead of him.

Thinking to prove a point, a great French scientist lured a group of these caterpillars to the rim of a large flower pot where he succeeded in linking the last with the first. The procession started moving around and around and around. The scientist thought that after a while the insects would catch on to his little joke, but not so.

Centuries of instinct kept them going around in an endless circle. Seven days and seven nights passed—and perhaps many more would have, too, but for an outbreak of advanced rigor mortis due to starvation. Incidentally, an ample supply of food was close at hand and plainly visible, but it was outside the beaten path. The processionary caterpillars were following habit, tradition, precedent.

They mistook activity for accomplishment, but perhaps they are not to be censured. They were, after all, brainless little bugs. The moral: Don't do just anything; do something with a payoff.

—From "Proxy" published for the Sales Division, The Parker Pen Co.

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down
to
cases**

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6300 Euclid Avenue, Cleveland, Ohio—UTah 1-4664

SALES GAINS AND LOSSES

A whopping 111% first quarter sales increase over last year by Westinghouse Electric Corp. accounts for the largest sales gain among the following representative companies. Last year, plagued by strikes in major plants, Westinghouse suffered a quarterly loss. Gains of over 50% were reported by six other firms. Douglas & Lomason Co. followed Westinghouse with a 100% increase. Sixteen firms boosted sales over 30% while 31 reported sales gains of 10% or more.

Company	Period	1957	1956	Company	Period	1957	1956
ACF Industries, Inc.	9 mo.	202.5	179.7	Johns-Manville Corp.	3 mo.	65.5	64.6
Aeroquip Corp.	6 mo.	20.9	15.4	Kaiser Steel Corp.	3 mo.	54.9	50.9
Allis-Chalmers Mfg. Co.	3 mo.	137.9	140.5	Kimberly-Clark Corp.	9 mo.	211.5	183.6
Aluminum Co. of America	3 mo.	208.6	219.3	Koehring Co.	3 mo.	14.1	9.5
American Brake Shoe	3 mo.	48.4	47.1	Mack Trucks, Inc.	3 mo.	68.1	60.1
American Cyanamid Co.	3 mo.	132.1	127.7	Manning, Maxwell & Moore, Inc.	3 mo.	14.2	9.6
American Machine & Foundry Co.	3 mo.	59.0	43.5	Merchant Calculators, Inc.	3 mo.	6.0	6.5
American Metal Pdts. Co.	3 mo.	21.6	16.6	Masonite Corp.	6 mo.	12.8	15.1
Atlantic Refining Co.	3 mo.	169.6	148.4	McCord Corp.	6 mo.	19.9	22.0
Austin, Nichols & Co., Inc.	9 mo.	33.9	31.2	Merck & Co., Inc.	3 mo.	45.0	43.6
Barium Steel Corp.	3 mo.	33.9	27.1	Micromatic Hone Corp.	6 mo.	5.4	6.4
Beech Aircraft Corp.	6 mo.	48.3	36.8	Minneapolis-Moline Co.	3 mo.	8.1	11.4
Blaw-Knox Co.	3 mo.	46.4	37.6	Monsanto Chemical Co.	3 mo.	151.2	140.6
Bohn Alum. & Brass Corp.	3 mo.	11.9	15.5	Campbell Soup	6 mo.	228.1	228.4
Catalin Corp. of America	3 mo.	6.1	5.7	National Bellas Hess, Inc.	6 mo.	26.3	24.9
Caterpillar Tractor Co.	3 mo.	14.6	11.6	National Biscuit Co.	3 mo.	102.0	100.4
Celanese Corp. of America	4 mo.	46.8	48.4	National Shoes, Inc.	6 mo.	11.9	10.7
Celotex Corp.	3 mo.	14.0	17.4	Nestle-LeMur Co.	3 mo.	2.1	1.7
Cenco Corp.	9 mo.	10.7	9.2	Norris-Thermador Corp.	6 mo.	22.1	23.8
Chrysler Corp.	3 mo.	1,100.0	742.3	Northwestern Steel & Wire	6 mo.	39.8	35.9
Collins Radio Corp.	6 mo.	64.2	67.1	Oliver Corp.	3 mo.	14.5	18.0
Colorado Mining & Elevator Co.	9 mo.	75.8	72.8	Opelika Mfg. Corp.	6 mo.	9.4	9.6
Combustion Engn., Inc.	3 mo.	45.0	32.0	Owens-Corning Fiberglas Corp.	3 mo.	41.8	38.8
Conde Nast Publications, Inc.	3 mo.	7.0	6.7	Owens-Illinois Glass Co.	3 mo.	115.1	114.5
Container Corp. of Amer.	3 mo.	62.0	68.2	Parke, Davis & Co.	3 mo.	37.5	32.5
Continental Can Co.	3 mo.	211.5	155.7	Perkin-Elmer Corp.	6 mo.	4.8	2.7
Continental Steel Corp.	3 mo.	11.1	12.4	Chas. Pfizer & Co.	3 mo.	50.7	43.8
Cook Electric Co.	6 mo.	10.5	6.5	Piper Aircraft Corp.	6 mo.	14.5	11.8
Cornell-Dubilier Elec. Corp.	3 mo.	8.5	9.2	Pittsburgh Metallurgical Co.	9 mo.	31.4	29.4
Crucible Steel Co. of America	3 mo.	70.5	69.2	Pittsburgh Screw & Bolt Corp.	3 mo.	10.7	9.8
Deere & Co.	3 mo.	79.2	68.1	Porter (H.K.) Co., Inc.	3 mo.	39.0	34.2
Devos & Reynolds Co.	3 mo.	12.7	12.0	Reeves Bros., Inc.	3 mo.	15.9	16.5
Diamond Alkali Co.	3 mo.	31.0	30.7	Reliance Elec. & Engr.	3 mo.	18.7	13.7
Diamond-T Motor Car Co.	3 mo.	9.4	12.2	Republic Steel Corp.	3 mo.	354.4	332.5
Douglas Aircraft Co.	3 mo.	271.3	201.0	Reynolds Metal Co.	3 mo.	105.2	105.6
Douglas & Lomason Co.	3 mo.	3.4	1.7	Reynolds (R. J.) Tob. Co.	3 mo.	236.6	213.2
Dow Chemical Co.	9 mos.	462.7	410.8	Robertshaw-Fulton Controls Co.	3 mo.	19.6	18.1
Dresser Industries, Inc.	3 mos.	61.1	46.1	Rohm & Haas Co.	3 mo.	43.9	40.4
du Pont (E.I.) de Nemours & Co.	3 mo.	502.0	460.0	Rose Marie Reid	yr.	12.4	9.8
Eaton Mfg. Co.	3 mo.	58.5	61.9	Royal McBee Corp.	6 mo.	52.8	46.8
Elec. Storage Battery Co.	3 mo.	25.0	21.0	Schick, Inc.	3 mo.	6.9	4.6
Erie Forge & Steel Corp.	9 mo.	20.2	13.4	Scott Paper Co.	3 mo.	69.8	66.8
Fairbanks, Morse & Co.	3 mo.	31.6	30.3	Servel, Inc.	3 mo.	3.7	12.7
Falstaff Brewing Corp.	3 mo.	19.2	17.4	Smith-Douglass Co.	6 mo.	13.3	14.5
Fedders-Quigan Corp.	6 mo.	33.4	23.8	Solar Aircraft Co.	9 mo.	57.4	37.4
Ford Motor Co.	3 mo.	1,569.5	1,203.1	St. Regis Paper Co.	3 mo.	85.3	86.8
General Electric Co.	3 mo.	1,048.8	946.4	Standard Products Co. Inc.	3 mo.	11.9	8.4
General Motors Corp.	3 mo.	3,076.9	3,064.5	Stevens (J. P.) & Co., Inc.	3 mo.	95.8	88.0
Gen. Precision Engr. Corp.	3 mo.	43.4	32.6	Thatcher Glass Mfg. Co., Inc.	3 mo.	8.7	8.9
General Shoe Corp.	3 mo.	57.6	43.6	Toro Mfg. Corp.	6 mo.	6.1	4.9
General Tire & Rubber Co.	3 mo.	95.4	83.5	Union Carbide & Carbon Corp.	3 mo.	351.3	320.4
Gildden Co.	6 mo.	111.9	107.2	U.S. Rubber Co.	3 mo.	232.0	229.6
Gould-National Batt., Inc.	9 mo.	56.3	55.1	U.S. Tobacco Co.	3 mo.	6.3	6.9
Haldor Co.	3 mo.	6.7	5.8	Van Raalte Co., Inc.	3 mo.	8.1	8.0
Industrial Rayon Corp.	3 mo.	17.5	19.9	W. Va. Pulp & Paper Co.	3 mo.	46.8	46.7
Intl. Harvester Co.	3 mo.	253.1	275.2	Westinghouse Elec. Corp.	3 mo.	475.6	225.3
				Whiting Corp.	9 mo.	17.4	13.4

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SALES PROMOTION MANAGER

Philip L. Patterson

Asst. to Sales Director

Caroline Cioffi

ADV. SERVICE MANAGER

Madeleine Singleton

PRODUCTION MANAGER

Patricia Simon

DIVISION SALES MANAGERS

New York—Randy Brown, Jr., Eastern Sales Manager; W. E. Dunphy, Wm. McClanahan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, Robert B. Hicks, 386 Fourth Ave., New York 16, N. Y. Lexington 2-1760.

Chicago—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOodland 2-3612.

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THE SCRATCH PAD

By T. Harry Thompson



A Cryptogram comes to the aid of struggling paragraphers: "Good humor is the health of the soul; sadness is its poison."

Commenting on the birth of a nation (Ghana, on Africa's Gold Coast), our Pratt Falls correspondent is corny enough to suggest a national anthem: "It Ain't Ghana Rain No More."

WEDDING: Field-day for a candid camera.

OLD-TIMER: One who remembers "Brussels carpet."

In some circles, pest-control is now "environmental sanitation." The gentle genteelism!

Weight-watchers now outnumber bird-watchers.

At the suggestion of John Cowan, managing director of National Flexible Packaging Association, John Cozza, exec. v-p of Diaphane Corporation, sends along some more Madison Avenue lingo: "Before cellophanning the plan, perhaps we'd better send up a trial balloon."

Note to a few advertisers: Don't confuse *yelling* with *selling*!

Packard borrowed from Scripture with: "They toil not" (climbing hills) and "Neither do they spin" (tires in muddy ruts).

I wonder if Borden, starting its second century this year, agrees that the first hundred years are you-know-what?

Most fractured rule in the book is the one about not taking supermarket pushcarts off the premises.

Copywriters At Work (but not very hard) Dep't: "Nobody but nobody undersells Silo."—*Silo Discount House*.

an buying a thermometer. "I'll take this Fahrenheit one," she told the clerk. "I know that's a good brand."

Philadelphia gets cute with these signs on municipal trash-baskets: "No Charge for Litter."

Plymouth breaks out the brass knuckles with: "3 years ahead of the other two."

Blond, versatile Fay de Witt tells about the man whose doctor gave him six months to live. "I'll become a Communist," he said. Asked why, he replied: "Well, it's better for one of them to die than one of us."

To keep from going overboard on Martinis, I invented the acrostic Mr. Taylor:

T wo
A re
Y our
L imit.
O therwise
R egret

Elbert Hubbard left us this gem of wisdom: "Think twice before you speak, and then say it to yourself."

A Lesson from Lindbergh

Thirty years ago this week, give or take a few days, a young mail-pilot climbed into the cockpit of a flimsy, single-engined Ryan monoplane, put out a kitten mascot whose life he didn't wish to risk, and taxied the overloaded *Spirit of St. Louis* down a runway pointed in the general direction of Paris.

Those of us who are forty or over remember the excitement at Le Bourget when Charles Augustus Lindbergh set his wheels down, some 31 hours after take-off . . . the first flier to solo the vast Atlantic non-stop and live. We remember the banner headlines . . . the shower of ticker-tape that swamped New York's street-cleaners later.

Lindy put it all into a book he called "We," meaning himself and the little monoplane. With some tragic personal years in between, he wrote a more detailed account for the *Savevepost*, which became a book, which became a current movie starring Jimmy Stewart.

And here's the point of this little piece:

The movie was ready for release, had been previewed and reviewed, when the producers realized that literally millions of movie-goers had grown up since that epic year of 1927. To many of them, Lindbergh was hardly a name. So Hollywood hastily recruited several corps of young people to plug the picture nationally.

The moral is almost too obvious to set down. In thirty years . . . or thirty weeks . . . people forget. Let's remember that when marketing budgets face major surgery!



*In case you haven't met these three media experts before - Hi stands for high acceptance, Brod for broad market coverage and Lo for low cost. They all apply, of course, to the Post-Gazette. Why not put them to work for you!

How True is False?

It doesn't require a tape measure to realize that Pittsburgh is America's 8th market. More than 3 million consumers spend \$3 1/4 billion at retail here annually. You can get your share by going after it in the Pittsburgh Post-Gazette. Our high acceptance, broad coverage and low cost are proving that daily. And that's why,

YES! Something HAS Happened in Pittsburgh!

Pittsburgh Post-Gazette

Fastest-Growing Newspaper in America's 8th Market

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT



How did Joe get the dough out of the house that Jack built in Chicago?

There once was a house that Jack built.
And there was a sign
That hung on the house that Jack built.
And Joe is the guy
Who took down the sign
That hung on the house that Jack built.

And this is how it all came about:

Jack, the builder, of the Downright Construction Co., built himself sixteen solid, bi-level block houses. And hung out sixteen "For Sale" signs. Then sat back and waited for homeowners to move in.

(Tempus fugit, but not the houses.)

One day Jack decided to see what could be done to solve his unhappy plight. So he picked up his phone and asked his friend Joe to come over.

Now Joe pounded pavement for the Chicago Tribune. But he's a handy man to have around any advertiser's house, as Jack soon found out.


"First of all," suggested Joe, "let's prepare some promotion that will capture the imagination of your best prospects. In order to create the right impression, your ads must be just as modern as your houses. And speaking of being modern," continued Joe, "why not get up a sales presentation? Properly displayed in the houses, it can serve as a silent sales-

man when a regular salesman is not on duty. Then, take advantage of the active real estate market in the Saturday Tribune and run big, beautiful ads to attract home-hungry people.



"Your houses with good solid construction," added Joe, "are the answer to a man's prayer. But it's a house of another color when it comes to women. They're apt to pick a house for the color of its kitchen. And the battleship grey of your kitchens isn't a color they'd pick. Why not brighten up with a couple of buckets of pink paint? And if you'll tidy up the premises, sweep up the sweepings and wash out the washbowls, I'll bet you'll stand to clean up with fastidious females."

Now Jack took all of Joe's colorful advice. And we don't know whether it was the promotion, the presentation or the pink paint, but after 5 Tribune ads all sixteen houses were sold.

Now maybe you sell haberdashery or highboys instead of houses. But if you want to sell more of them in Chicago, remember to call in Joe. He's a joe well qualified to supply creative help not only as far as media are concerned, but for ad make-up and merchandising as well.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

